UNITED NATIONS

DP

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.
GENERAL

DP/2000/1
16 November 1999

ORIGINAL: ENGLISH

First regular session 2000
24-28 and 31 January 2000, New York
Item 1 of the provisional agenda

REPORT ON THE THIRD REGULAR SESSION

NEW YORK, 13-17 SEPTEMBER 1999

CONTENTS

Chapter		Page
I.	ORGANIZATIONAL MATTERS	3
	UNDP segment	
II.	FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS	5
III.	COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS	17
IV.	SPECIAL FUNDS AND PROGRAMMES	21
V.	UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS	24
	UNFPA segment	
VI.	FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS	32
VII.	TECHNICAL SUPPORT SERVICES	44
VIII.	COUNTRY PROGRAMMES AND RELATED MATTERS	55
IX.	OTHER MATTERS	63

99-34984 (E) 201299

/...

DECISIONS ADOPTED

Number		Page
99/15.	United Nations Office for Project Services: revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001	26
99/16.	United Nations Office for Project Services: level of the operational reserve	26
99/17.	Responsibility of the United Nations Office for Project Services in personnel matters	27
99/18.	ICPD+5	31
99/19.	UNFPA: Technical Advisory Programme, 2000-2003	53
99/20.	United Nations Revolving Fund for Natural Resources Exploration	17
99/21.	UNFPA: estimates for the biennial support budget for 2000-2001	42
99/22.	United Nations Capital Development Fund	23
99/23.	UNDP: multi-year funding framework and support budget estimates for the biennium 2000-2001	12
99/24.	Funding situation of UNDP and UNFPA	16
99/25.	Overview of decisions adopted by the Executive Board at its third regular session 1999	65

I. ORGANIZATIONAL MATTERS

1. The Vice President, H. E. Mr. John Ashe (Antigua and Barbuda), opened the meeting, noting that the President, H. E. Mr. Asda Jayanama (Thailand), had expressed regrets for his absence, which was due to his participation in a meeting in Bangkok.

Welcome to the new Administrator

2. The Vice President welcomed the new Administrator, on behalf of the entire Executive Board. Although many Board members had met him informally at the annual session, the current session was his first in an official capacity. He wished to pay a tribute to his leadership and welcomed him most warmly. The Executive Board recognized the Administrator's distinguished record, both within and outside the United Nations. His dedication to development cooperation was well noted and for that reason, the Executive Board expected a fruitful partnership with him. The Administrator had joined UNDP at a critical time, when support for official development assistance was wavering, and at the same time, the needs of programme countries were growing. The Board had heard many statements of support for the work of UNDP in programme countries as well as expressions of the hope that the organization could make a difference in the lives of those living in poverty. However large the challenges ahead seemed, from what the Board had seen, the Administrator was well-suited to the tasks at hand. The Vice President underlined the complete support of the Executive Board for the goals shared with the Administrator in development cooperation, in particular the commitment to bettering the lives of people in programme countries through a strong and efficient UNDP. The Board looked forward to working closely with the Administrator in the years to come.

3. The Executive Director of UNFPA welcomed the new Administrator and wished him every success in his important and challenging job. She noted that for many years UNFPA had a close and fruitful working relationship with him, for example, in the integrated and coordinated follow-up to United Nations global conferences, in the course of which both she and he had each chaired an inter-agency task force within the Administrative Committee on Coordination.

4. Reaffirming the close cooperation that existed between UNFPA and UNDP, the Executive Director observed that the two organizations had worked hand in hand, not only in the Executive Board sessions, but also in a number of areas of mutual interest. Population and development were two areas which complemented each other and, undoubtedly, in the new millennium, those two areas would continue to require the collective cooperation of both organizations in meeting the challenges that lay ahead. She underscored that as a member of the Executive Committee of the United Nations Development Group (UNDG), together with the other organizations in UNDG, UNFPA looked forward to working with the Administrator, in continuing the excellent work already begun by his predecessor.

5. The Executive Director applauded the Administrator for the immediate steps he had taken to speak up eloquently and strongly for the cause of development, multilateralism and the United Nations, and especially the need for resources. She concluded by stating that UNFPA looked forward to excellent collaboration with the Administrator and his team in the months and years to come.

Agenda and work plan

6. The Secretary of the Executive Board elaborated on the elements contained in document DP/1999/L.4, the provisional agenda, annotations, list of documents and work plan for the session. She noted that the following documents had been issued in addition to those listed in DP/1999/L.4: DP/1999/29/Corr.1, amending Executive Board decision 99/11; DP/1999/CRP.12, on the strategic results framework; DP/1999/42, on the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE); and DP/1999/CRP.13, on the responsibility of the United Nations Office for Project Services in personnel matters. She noted that DP/1999/CRP.10, on the special audits of UNDP information systems and change management expenditures, would not be issued, as the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) contained in document DP/1999/33 included the relevant information on those audits. She noted that some documentation had become available in the other language versions only that morning. The delay was due to the very high workload of Conference Services during the summer months while documentation for the General Assembly session was being prepared.

7. The Secretary noted that an informal meeting of the Executive Board would be held on the afternoon of 14 September, owing to the opening of the General Assembly on that afternoon. The Administrator would also meet with the Board informally on that afternoon with his Transition Team. Other informal meetings included briefings on the twentieth anniversary of UNDP/China cooperation, the Semipalatinsk programme in Kazakhstan, and the evaluation report on the United Nations Capital Development Fund by the team leader.

8. The Executive Board approved the agenda and work plan for its third regular session 1999 (DP/1999/L.4), as orally amended.

9. The Executive Board approved the report on the second regular session 1999 (DP/1999/13).

10. Approval of the report on the annual session (DP/1998/28) was postponed to the first regular session 2000, pending its issuance in the other language versions.

11. The Executive Board agreed to the following schedule of sessions of the Executive Board in 2000, subject to the approval of the Committee on Conferences:

First regular session 2000:	24-28 January 2000 and 31 January 2000* (*Joint session with UNICEF Executive Board)

Second regular session 2000:	3-7 April 2000
Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	11-15 September 2000

12. The Executive Board agreed to the preliminary list of items to be discussed at its first regular session 2000, as contained in the annex to decision 99/25.

13. The Executive Board agreed to the list of items for 2000 (DP/1999/CRP.11) to be included in the draft work plan for 2000.

14. The Secretary of the Board noted that under item 4, on financial, budgetary and administrative matters at the first regular session 2000, the Board would be invited to take up the revised UNDP financial regulations and rules. An explanatory note and two annexes, including the draft revised financial regulations and rules, had been distributed at the current session. The note would be the basis of the official document to be issued for consideration at the first regular session 2000. Distribution of the draft revised financial regulations and rules at the current session would allow the Board to engage in informal consultations on the matter if needed.

UNDP segment

II. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

15. The Administrator introduced the item. He underlined the need to put back in place the foundations of trust between programme countries and donors, between Governments and management and between management and staff, elements that would be required if UNDP was to be rebuilt. He gave an overview of the financial situation, in which core resources had been declining steadily for some five years, with contributions for 1999 at about $718 million, down from about $1.2 billion in 1992. A zero-growth biennial support budget was being submitted to the Board, incorporating a further reduction of $27.1 million as compared with the previous budget. The continuing decline in donor contributions meant that UNDP country offices had been instructed to cut their TRAC (target for resource assignment from the core) funds by 20 per cent for the year 2000. He noted that the programme had been slipping since 1996 when resources initially covering three years had been stretched to include a fourth year. The multi-year funding framework (MYFF) had not provided the more stable and predictable payment of contributions that had been promised. All those factors meant a good deal less for actual poverty work.

16. As he had noted, the drop in donor contributions to UNDP would mean that actual income projections were down to $718 million in 1999. Budget cuts, he emphasized, had undermined UNDP because, although healthy reform had taken place, the organization had been hollowed out, without recruitment, training or investment in staff. A strong UNDP needed a high level of political commitment

in both donor and programme countries alike, to development, the role of the United Nations in development cooperation and UNDP itself.

17. He asked that the Board approve the proposed biennial budget for 2000-2001. He reserved the right, following completion of the organization's own internal work on the new business plan and further consultation with the Executive Board and authorities in capitals, to revert to the Board if there was a case for and support for further resources.

18. In addition, the Administrator underlined the importance of the MYFF and the strategic results frameworks (SRFs) as management tools. He also cited the damage that had been done owing to many budget cuts and emphasized that there must be a broad political re-commitment to the organization. In that regard, UNDP needed to reach out to heads of Government and to the public to build political support for development cooperation. He cited the support for UNDP he had witnessed during recent trips to Japan and China, and at the Summit of the Organization of African Unity held in Algiers, as well as in Washington among members of Congress. NETAID was an important new initiative aimed at building a global constituency of development activists that included partnership between UNDP, international and non-governmental organizations (NGOs), the corporate sector through Cisco Systems, and the entertainment community.

19. The mission of UNDP was clear: to be at the forefront of the fight for poverty reduction and to champion the international targets developed in the global conferences. The organization's activities needed to be sharpened and clarified, with those that were no longer relevant discarded. A fundamental principle was the confidence and trust that Governments placed in UNDP to provide impartial and objective advice and support. The trusted advisory and support role of UNDP was being called on increasingly in many countries. Post-conflict situations presented special governance challenges, but UNDP also needed to organize for pre-governance assistance. Innovative partnerships and fund-raising strategies were required, those that went to the heart of the United Nations coordination role and beyond it, to promote new private partnerships and funding strategies for programme countries' development needs. UNDP had an indispensable global and national advocacy role on human development and poverty issues, including through the Human Development Report and its national counterparts.

20. The Administrator emphasized the difficult situation faced by UNDP in terms of its staff development, training and recruitment, which had been severely curtailed during the previous four years. Cost-savings would be identified as functions were narrowed and deepened. New investments would be made to create a first-class, global development organization judged by the power of its ideas and advice. Those investments would help to transform the organization. The Administrator was confident that UNDP could achieve much if the Board instilled its trust and resources in the organization, one that the world and the world's poorest deserved.

21. The Board had before it the following documents submitted by UNDP under item 2: multi-year funding framework, 2000-2003: report of the Administrator (DP/1999/30) and the strategic results framework (DP/1999/CRP.12); budget estimates for the biennium 2000-2001: report of the Administrator (DP/1999/31);

report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33); annual review of the financial situation 1998 as well as detailed statistical information (DP/1999/32 and Add.1); annual statistical report 1998, including procurement of goods and services (DP/1999/34); information on United Nations system technical cooperation expenditure 1998 and explanatory notes (DP/1999/35 and Add.1) and United Nations Revolving Fund for Natural Resources Exploration: report of the Administrator (DP/1999/42).

22. Delegations thanked the Administrator for his opening statement and UNDP for the documentation submitted.

Multi-year funding framework, 2000-2003

23. Many delegations welcomed and expressed their support for the report on the multi-year funding framework (MYFF) for 2000-2003 (DP/1999/30) and the strategic results frameworks (SRFs) (DP/1999/CRP.12). Many speakers congratulated UNDP on the work accomplished on the MYFF and SRFs within a short time-frame and underlined the positive collaboration between headquarters and the country offices. Several speakers described UNDP as part of the vanguard of reform. The process of informal consultations with the Executive Board was praised.

24. Many speakers noted that the MYFF, with its introduction of results-based management, would be an excellent mechanism for organizational change, including through more targeted and focused development interventions. In that regard, it was essential that UNDP work in areas where it had a comparative advantage. UNDP was clearly emerging as a catalyst and facilitator in the field of development cooperation. Some delegations noted that the work of UNDP would dovetail with that of the World Bank, NGOs and private foundations in programme countries. In particular, work with the World Bank was welcomed in the areas of globalization, investments, and long-term development strategies. The SRFs were seen as building blocks that provided an opportunity for programme countries.

25. One delegation underlined the key role of UNDP in countries with economies in transition and hoped that the role of the organization would not be undermined by the continued decline in its financial situation. UNDP had a role to play not only in market development, but also in the creation of legal structures and regulatory frameworks as well as building a positive environment for sustainable human development.

26. Several delegations considered that the MYFF had provided a framework to guide UNDP activities in future years. The organization had provided leadership in the overall context of reform through the MYFF process. It therefore became critical that funding should not be subject to a wait-and-see policy by the main donors. One delegation underlined that the Administrator must grasp opportunities that the MYFF offered, in ensuring prioritization of UNDP work. If core resources did not increase to the targeted level, then UNDP needed to be able to come up with a contingency plan. Some speakers emphasized the fact that the MYFF was still a "work in progress", with room for adjustments and fine-tuning. For that reason, some speakers stated that they would avoid making detailed comments at that stage.

27. Some delegations noted that the categories of activities were broadly defined. One delegation stated that the five categories of programmatic activities needed to be more closely defined in order to enhance strategic management within UNDP and narrow the focus of the organization's interventions. The same delegation informed the Board that decision-making with regard to future financial support would be directly linked to narrowing the focus.

28. On specific elements of the framework, one delegation suggested that there be further articulation of the areas of good governance and coordination of United Nations development efforts. Some delegations stated that a better analysis of the approach to and the role of partnerships was needed, in particular to capture the impact of interventions in areas such as advocacy and capacity-building. The coordination role of UNDP must also be made more effective and output-driven.

29. Many speakers said that meaningful indicators needed to be established so that the contributions of UNDP could be effectively measured. Some delegations emphasized that the use of indicators should be conducted closely with country-level partners, given the lack of agreed standards for indicators. Internationally agreed standards, such as those adopted at global conferences, could be utilized. Some speakers suggested that a more detailed dialogue on indicators was needed.

30. Several speakers underlined the key role of UNDP in the transition from emergency to development, particularly in the early stages. One delegation stated that its Government's independent study of UNDP country-level operations showed that the organization was well-placed to play a role in the early post-conflict stage. Another speaker, expressing his delegation's intention of providing financial support, stated that UNDP should play a major role in peace-building in Kosovo.

31. Several delegations underlined that UNDP must achieve the annual funding target of $1.1 billion in core resources as agreed in Executive Board decision 98/23. UNDP could clearly not deliver to programme countries if it was not supported with adequate funding. The fact that resources were going downward while demands on UNDP were increasing was of particular concern. The 20 per cent reduction in the TRAC allocation was very troubling. One speaker stated that the Administrator should work with the Secretary-General to mobilize international public opinion, NGOs and civil society to reverse the negative funding trends to development assistance. Several speakers emphasized that annual increases in core contributions must be achieved until the target was reached.

32. One delegation stated that it would increase its 1999 contribution to UNDP by more than 10 per cent, based on the outcome of internal studies it had conducted on UNDP country-level operations and on UNDP/World Bank relations. That delegation also emphasized that the ownership of the MYFF by UNDP headquarters and country offices should be complemented by donor Governments. Several speakers drew particular attention to the need to broaden the donor base and called for more equitable budget sharing among donors. Two delegations announced that they planned to maintain their 1999 contributions to the UNDP core budget for 2000 and 2001. One delegation emphasized that the only way to

reverse the downward trend in voluntary core funding was for UNDP to demonstrate its impact in poverty eradication and progress towards the achievement of international development targets in programme countries.

33. Several delegations inquired as to how non-core activities would be included in the MYFF classifications. One delegation stated that the results-oriented annual report (ROAR) should link programme and non-programme categories within an overall country allocation covering core and non-core resources to provide information on the use of all UNDP resources.

34. With regard to non-core funding, one speaker underlined that cost-sharing programmes were a prime example of how UNDP could serve as a catalyst, facilitator and adviser. It was thus inconsistent to attack government cost-sharing as a development modality while supporting a MYFF that sought to make UNDP programmes function in the way UNDP was already functioning in countries with strong cost-sharing activities. Another speaker stressed its strong concern with the cost-sharing modality as UNDP seemed to be operating as an executing agency and thus outside its mandate.

35. Several speakers underlined the need to share experiences among UNDP and its bilateral partners in results-based management, including the development of indicators.

36. With regard to the ROAR, one delegation underlined that the focus for in-depth reporting should be on areas in which UNDP interventions added value and reflected comparative advantage. Each ROAR should demonstrate the real focus and impact of UNDP activities while acknowledging weaknesses and inadequacies as well as make recommendations on areas where programmes should be adjusted. Another delegation noted that the first ROAR would not be able to incorporate the Administrator's vision, as it would be based on results received prior to the Transition Team report. That delegation also stated that revised options with regard to timing and reporting on the MYFF should be examined by the Bureau of the Board. Another delegation raised a query regarding the timing of presenting the results of the MYFF in 2003, while at the same time adopting the MYFF for the following four-year period.

37. Another delegation underscored the importance of strategic alliances between UNDP and other organizations, suggesting that the ROAR be used as an instrument capable of capturing such alliance building and showing results achieved in that respect. In that way, the ROAR should serve as a means for resource mobilization. The ROAR should also be able eventually to reflect the vision of UNDP and provide hard evidence of UNDP contributions to development cooperation.

Budget estimates for the biennium 2000-2001

38. Delegations expressed their support for the budget estimates submitted in document DP/1999/31. The zero nominal growth budget was welcomed.

39. Several delegations noted observations of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) expressed in its report on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33). In particular,

several speakers cited the caveat contained in paragraph 8 of DP/1999/33, in which ACABQ noted that the income scenario upon which the budget proposal for 2000-2001 was based might be somewhat unrealistic owing to announced reductions by major donors and the strengthening of the dollar.

40. Some speakers suggested that the support budget might have to be reconsidered in 2000, on the basis of available resources and the recommendations of the Transition Team. One delegation suggested that the budget could be reconsidered in order to release funds for further quality improvement and to redirect funds to essential programme activities.

41. The same delegation suggested that UNDP could find additional savings, in particular at headquarters, by offering separation packages and subsequent release of funds to strengthen programme implementation in key areas. Several speakers stressed the importance of further decentralization, full cost recovery for extrabudgetary activities, or, as called for by one delegation, full cost recovery with an additional contribution of extrabudgetary activities to UNDP general resources, and full and timely payment of government local office costs (GLOC). One delegation underlined the need to halt the upward trend in operating costs for programme countries, in particular in the light of the TRAC reduction.

42. Two delegations requested that the key strategic role of the regional bureaux be preserved and one delegation also noted the critical role of the Bureau for Resources and External Affairs. One speaker expressed concern about any further staff reductions in the Arab States region. Another speaker noted that, based on the staffing formula of the United Nations Volunteers programme, its budget should not have been decreased. Another speaker offered to host the representatives of all United Nations procurement officials and supply divisions during a five-day conference in Saudi Arabia.

Response by UNDP

43. The Administrator noted with great pleasure the support from all quarters for the budget estimates for 2000-2001 and the MYFF. He had taken careful note of comments regarding the need for financial prudence and statements that the budget could begin but must be matched with the necessary pledges. As many had noted, the budget would have to be reviewed in the light of the findings of the Transition Team and funding levels. He had heard the common frustration in programme and donor countries regarding the fall in official development assistance. He had also noted the concerns about indicators used in the MYFF process and with regard to avoiding micro-management. The MYFF needed to be an effective tool and means for reporting back to the Executive Board on outputs and meeting strategic goals. It should not impose a form of conditionality or method of control that did not reflect the priorities of programme countries. UNDP would report to the Executive Board on the total management of the organization, not on the micro-details. On the issue of core versus non-core funding, he noted that the views of delegations had varied greatly. All comments had demonstrated a tremendous overall extension of support to the UNDP administration, in particular the team led by the Assistant Administrator, Bureau for Planning and Resource Management, who had worked on the MYFF. The Transition Team report would be completed in the coming months, followed by

agreement on management goals in different sectors, including both internal goals and external output goals on development effectiveness. The work needed to be tied to the MYFF in a single exercise. If UNDP came back with some different views on strategic priorities, that would be included in the evolving targets of the MYFF. He noted that the review of UNDP 2001 would also take place in late-1999. Another input was the staff survey, which had received a 50 per cent response rate. It was hoped that by the end of 1999 there would be a clear idea of what organizational changes would take place, including with regard to staff, location of staff, training, voluntary departures, and the need to resume new recruitment. Whatever the size of the organization, management norms with regard to training, retraining and new recruitment could no longer be ignored. The Administrator stated that he believed UNDP could return to the Board with a provocative business plan that built on the discussion held at the current session and consistent with the goals and mission of the organization. It was a watershed moment, as UNDP was on the edge of its very existence and it was impossible to proceed with business as usual. The organization had to regain the trust of donors and its effectiveness at the country level to build financial and political support.

44. The Assistant Administrator and Director, Bureau for Planning and Resource Management, thanked the Board for its comments and questions. The support and encouragement the Board had provided made a large difference in implementing such a large and complex exercise as the first MYFF. He noted that many delegations had stated that it was still a work in progress, that UNDP was on the right track and that there was a need for continued learning, refinements and quality improvements. UNDP would incorporate comments made at the current meeting and at the informal sessions on indicators and terminology to ensure full consistency with texts of international agreements. The invitations to continue working together in partnerships in the Board and at the country level were welcomed, especially with regard to difficult topics such as indicators for soft interventions and expressions of value for partnerships. In response to the query raised regarding alignment of organizational and staff competencies with regard to UNDP advisory, facilitation and partnership roles, he noted that UNDP had a set of competencies defined as combinations of technical skills, working methods, behaviours and attitudes which would continuously have to be developed. The MYFF provided a strategic tool in that regard for a careful review of evolving competency requirements. He looked forward to further discussion of the MYFF in the informal meetings, including on the ROAR and its timing in 2000. He noted that the issue of administrative ratios had been raised. UNDP agreed with the value of such measures to benchmark organizational performance from year to year, as well as comparing UNDP, with all the necessary caveats, with similar organizations. That issue would be taken up in the informals along with comments and questions on cost recovery and staffing issues. On one issue with regard to staffing, he reassured the Executive Board that low income and least developed countries would be protected to the maximum extent from staff cuts at the country level. The Assistant Administrator thanked all members for their efforts to ensure timely payments for voluntary contributions and GLOC, especially the seven OECD/DAC donors which had paid in full and the donors which had submitted partial payments, and expressed the hope that the five remaining donors would soon send in their contributions. UNDP was pleased that some 40 programme countries had increased their pledges in 1999 and he thanked them for their efforts to ensure GLOC payments. Timely payments were

very important, as the UNDP liquidity situation was of concern, with the expectation of cash flow problems in January 2000 and the likely need to dip into the reserve for the first time in many years. He expressed appreciation to the Government of Saudi Arabia for their offer to host a meeting of procurement officials from the United Nations, which would be coordinated though the Inter-Agency Procurement Services Office.

45. The Executive Board took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33), the annual review of the financial situation 1998, as well as detailed statistical information (DP/1999/32 and Add.1), the annual statistical report 1998, including procurement of goods and services (DP/1999/34) and the report on information on the United Nations system technical cooperation expenditure 1998 and statistical annex(DP/1999/35 and Add.1) and adopted the following decision:

99/23. UNDP: multi-year funding framework and support budget estimates for the biennium 2000-2001

The Executive Board

A. MULTI-YEAR FUNDING FRAMEWORK

1. Reaffirms its decisions 98/23 and 99/1;

2. Takes note of the report of the Administrator on the multi-year funding framework 2000-2003 (DP/1999/30) and the strategic results framework (DP/1999/CRP 12);

3. Welcomes the significant achievement of UNDP both at headquarters and in the field in developing the multi-year funding framework;

4. Recognizes that the multi-year funding framework integrates programme objectives, resources, budget and outcomes with the objective of increasing core resources and enhancing their predictability;

5. Expresses its deep concern about the continuing overall decline in the level of core resources and the continuing overdependence on a limited number of donors;

6. Notes with appreciation the efforts of those Governments that have maintained, maintained at a high level or increased their core contributions to UNDP, and encourages all countries, in particular the donors, and other countries in a position to do so, to increase their contributions and to pay their contributions on schedule to help to put UNDP funding on a predictable, continuous and assured basis and to reach the annual funding target of $1.1 billion;

7. Requests the Administrator, in consultation with the Executive Board, to continue to develop and refine the multi-year funding framework as a strategic management tool, keeping in view decisions 94/14, 98/1, 98/3 and

98/23, to enhance the visibility and focus of UNDP at the corporate and country levels, taking into account the views expressed by the members of the Executive Board at the third regular session 1999;

8. Also requests the Administrator to continue to conduct informal consultations with the Executive Board on the further implementation of the multi-year funding framework cycle, including the development of suitable indicators for measuring outcomes and results, the scope and content of the reporting system, which will start with the submission to the Executive Board of the first results-oriented annual report, for reporting on results and priority areas of the mandate of UNDP such as the eradication of poverty, to define clearly the outcomes and results of UNDP programmes;

9. Further requests the Administrator to enable full participation of programme countries in the elaboration, monitoring and reporting of the strategic results framework;

10. Requests the Administrator to submit to the Executive Board at its annual session 2000 proposals for revising and updating the multi-year funding framework, as required, indications of how lessons learned from one multi-year funding framework cycle will be taken into account in the subsequent cycle and proposals for the structure and timing of the multi-year funding framework report;

11. Also requests the Administrator to submit every year, at the third regular session, an updated resources allocation framework on the basis of table 4, included in the integrated resources framework (see DP/1999/30, chap. V);

12. Further requests the Administrator to submit strategic results and integrated resources frameworks, as appropriate, for the funds administered by UNDP and to incorporate them into the multi-year funding framework;

B. BIENNIAL BUDGET

13. Takes note of the report of the Administrator on the biennial support budget estimates for the biennium 2000-2001, which is an integral part of the integrated resources framework of the multi-year funding framework, as contained in document DP/1999/31, as well as the concerns expressed by delegations during the formal session;

14. Approves the proposals by the Administrator, as contained in paragraphs 38 to 47 of document DP/1999/31, on post resources allocated to country offices by region;

15. Approves the proposal by the Administrator, as contained in paragraphs 48 to 55 of document DP/1999/31, on contributions towards local office costs and, prior to any decision being taken relating to the aforementioned paragraphs, takes into account the following provisions:

(a) UNDP must fully consult with Governments on costs associated with the UNDP local office structure;

(b) Contributions towards local office costs could be met through the mechanisms outlined in paragraphs 52 and 53 of document DP/1999/31;

16. Requests the Administrator to consult with programme countries as to other modalities of meeting government local office costs obligations and report to the Executive Board thereon;

17. Approves the proposal by the Administrator, as contained in paragraphs 112 and 113 of document DP/1999/31, on the United Nations House programme, where appropriate, ensurirg that there will be no additional burden on the host countries;

18. Takes note of the report of the Administrator on the current status of cost-recovery practices, as contained in paragraphs 114 to 120 of document DP/1999/31, and requests the Administrator to consult with the Executive Board on cost-recovery practices in the light of the current review by UNDP and any comments provided by the Advisory Committee on Administrative and Budgetary Questions;

19. Requests the Administrator, if the situation requires and taking into account the resource situation, to consult with the Executive Board as to whether a revised 2000-2001 budget is required and requests him to continue to make every effort to contain both the administrative and programme support costs at headquarters and in the field;

20. Approves the proposals by the Administrator contained in paragraphs 105 to 111 of document DP/1999/31 concerning the separation reserve amounting to $7 million and, taking into account the comments of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph 17 of document DP/1999/33, approves $1.5 million for the transitional measures reserve;

21. Approves gross appropriations in the amount of $585,371,600 for the purposes indicated below and resolves that the income estimates of $67,127,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $518,244,600;

2000-2001 biennial support budget
(in thousands of United States dollars)

Programme support	
Country offices	272 341.9
Headquarters	59 694.5
Subtotal	332 036.4
Management and administration	117 193.6
Support to operational activities of the United Nations	
Country offices	100 729.2
United Nations Development Group Office	2 583.1
Inter-Agency Procurement Services Office	3 601.1
United Nations Volunteers	29 228.2
Subtotal	136 141.6
Total gross appropriation	585 371.6
Less: Estimated income	67 127.0
Estimated net appropriations	518 244.6

22. Authorizes the Administrator to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation line to which the resources are redeployed;

FUNDS

23. Takes note of the report of the Administrator on the biennial support budget estimates for the biennium 2000-2001 for the United Nations Capital Development Fund, the United Nations Revolving Fund for Natural Resources Exploration, and the United Nations Development Fund for Women, as contained in document DP/1999/31;

24. Approves gross appropriations for each of the funds as follows:

2000-2001 biennial support budgets
(in thousands of United States dollars)

	UNCDF	UNRFNRE	UNIFEM
Total appropriations	13 594.0	740.0	11 612.1

17 September 1999

Funding situation of UNDP and UNFPA

46. The Executive Board adopted the following decision:

99/24. Funding situation of UNDP and UNFPA

The Executive Board

1. Notes with concern the continuing and significant decline in core contributions to the United Nations Development Programme and to the United Nations Population Fund and in particular the resulting decline in resources available for programme activities;

2. Also notes with concern the impact that such resource shortfalls have on the capacity of the United Nations Development Programme and that of the United Nations Population Fund to meet the increasing needs of programme countries for their assistance;

3. Requests the Administrator and the Executive Director to bring this critical resource situation to the attention of the Secretary-General with a view to mobilizing the support of world political leaders in order to reverse the trend of declining contributions to the United Nations Development Programme and to the United Nations Population Fund.

17 September 1999

47. One delegation, also on behalf of another, stated that it understood the serious situation faced by UNDP and UNFPA owing to the decline in core resources. That situation was exacerbated by the dependence on a limited number of donors. The Secretary-General should emphasize this and encourage underperforming donors to contribute.

United Nations Revolving Fund for Natural Resources Exploration

48. The Assistant Administrator and Director, Bureau for Development Policy, introduced the report of the Administrator (DP/1999/42) on the United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE). The report had been prepared in response to the discussion at the first regular session 1999, at which time several delegations had questioned the rationale for the continuation of the Fund. The report of the Administrator provided background information on the Fund and its financial status, and outlined the plans of UNDP to phase out its activities by the end of 2000.

49. During the past 25 years, the Fund had received a total of $91 million in voluntary contributions and other income from 26 countries. In recent years, however, the voluntary contributions had declined from a level of $3 million in 1991 to $1.6 million in 1998. The current financial status of the Fund was summarized in document DP/1999/42.

50. As indicated in the report, UNDP was in the process of phasing out the activities of the Fund, a process that was expected to be completed by the end of 2000. Beyond that year, UNDP support for country-level activities in that sector that was in accordance with the sustainable human development frameworks would be mainstreamed, on a case-by-case basis, into country cooperation frameworks. In phasing out the Fund, careful consideration had been given to three key issues: (a) ensuring that all existing project and contractual commitments were responsibly fulfilled; (b) ensuring that all usable information compiled by the Fund was archived and made available to all programme countries; and (c) ensuring that the balance of funds as of the end of 2000 would be used for capacity-building activities for natural resources management, mainstreamed as part of the UNDP country cooperation framework.

51. The Executive Board adopted the following decision:

99/20. United Nations Revolving Fund for Natural Resources Exploration

The Executive Board

Endorses the plans to phase out the activities of the United Nations Revolving Fund for Natural Resources Exploration by the end of 2000, as outlined in document DP/1999/42.

17 September 1999

III. COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

52. The Associate Administrator introduced the item, noting that the first country cooperation frameworks (CCFs) for the Central African Republic (DP/CCF/CAF/1 and Corr.1), Antigua and Barbuda (DP/CCF/ANT/1), Ecuador (DP/CCF/ECU/1) and Haiti (DP/CCF/HAI/1 and Corr.1) and the first extension of the first country cooperation framework for Eritrea (DP/CCF/ERI/1/EXTENSION I) were among the last to be submitted to the Executive Board under the successor programming arrangements, introduced in 1995. To date, 156 programme countries had submitted CCFs, the Administrator had approved assistance on a project-by-project basis to a further 6 countries and a valid country programme remained in 2 other countries.

53. He also introduced the note of the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36), which would authorize the Administrator to continue to approve assistance to that country on a project-by-project basis. It was hoped that the CCF for the Democratic Republic of the Congo would be submitted to the Board in 2000.

54. As the Board had been informed by the Administrator in his statement, resources initially meant for three years (1997-1999) had been extended to cover a fourth year. As a result, a number of CCFs would have to be extended through the year 2000.

55. The Associate Administrator underlined the growing number of UNDP programme countries that were experiencing or only beginning to emerge from crises that threatened the very functioning of their Governments. UNDP decentralized management arrangements had allowed a rapid and flexible response. The organization was increasingly convinced that the continuation of minimum development activities during the period of crisis was vital to the speed of rehabilitation, recovery and longer-term development.

56. The focus in UNDP activities was undoubtedly enhanced by the country-level exercises to develop strategic results frameworks (SRFs) that were proceeding concurrently with the finalization of the CCFs. The institution of the SRFs as a management tool would enhance the focus on results in CCFs. The next generation of CCFs, beginning in January 2000, would contain more concrete articulation of results expected. Efforts to improve performance were being reinforced by many other measures designed not only to increase focus but also to improve impact, effectiveness and greater efficiency in achieving the results planned. Those included: (a) an in-depth review of each CCF towards the end of its third year; (b) an internal review process for examining individual programmes and projects at the country, regional and global levels, after approval; (c) drawing up CCFs in the framework of the United Nations system-wide processes, namely the common country assessment and the United Nations Development Assistance Framework (UNDAF); (d) regular meetings between the heads of regional bureaux and the Associate Administrator; and (e) the issuance of the new UNDP programming manual early in 1999, which included emphasis on results and guiding principles for programming endorsed by the Executive Board in decision 98/1.

57. All senior management was committed to the pursuit of efficiency and effectiveness in responding to the development needs outlined in the frameworks agreed upon with programme countries and within the parameters of the Executive Board policy. The Administrator had made it very clear that operations at the country level would reflect focus, efficiency, cost-effectiveness, speed and impact.

58. The Executive Board approved the first CCFs for the Central African Republic (DP/CCF/CAF/1 and Corr.1), Antigua and Barbuda (DP/CCF/ANT/1), Ecuador (DP/CCF/ECU/1) and Haiti (DP/CCF/HAI/1 and Corr.1) and took note of the first extension of the first CCF for Eritrea (DP/CCF/ERI/1/EXTENSION I).

59. The Permanent Representative of the Democratic Republic of the Congo expressed his gratitude to the Executive Board for document DP/1999/36. The Board had taken a key decision in allowing project-by-project assistance to his country until normal programming could be set up. For the past decade, the Democratic Republic of the Congo had received almost solely humanitarian or emergency assistance. The programme in his country had been regularly reviewed in past years. He thanked the Assistant Administrator of the Regional Bureau for Africa for the sustained attention to his country and urged its continuation. Given the size of the Democratic Republic of the Congo and its potential in natural resources, it should not have to continue to rely on emergency aid. In spite of the war, he hoped the formulation of the country programme covering 2000-2001 would begin, taking into account the new strategic goals of the Democratic Republic of the Congo, including in the areas of poverty

eradication, social services, environment and good governance. Post-crisis development activities and a strategy to mobilize support for that programme could also be very useful. His delegation wished to add the CCF for the Democratic Republic of the Congo to the agenda of the Executive Board in 2000. The war in his country had been devastating in many ways, particularly with regard to the number of fighters having HIV/AIDS, the number of displaced persons, and refugees, including vulnerable women and children. More than emergency relief would be needed to assist his country.

60. One delegation commended the efforts of UNDP in Haiti, the Central African Republic and Ecuador. The programme in Haiti had really made a difference. At a time when bilateral and multilateral aid had been suspended, UNDP had contributed greatly to reforms in the governance area and in regard to promotion of civil society organizations. In sustainable livelihoods, UNDP had enabled access to drinking water, food production and support for cooperatives. The delegation requested information on how the transfer of microfinance activities to the United Nations Capital Development Fund (UNCDF) would affect activities in Haiti. UNDP should focus its interventions as adviser, facilitator and catalyst. The programme in Ecuador was very effective owing to the good work of the Resident Representative. Issues remained, however, regarding the results of United Nations activities in Ecuador. It could be more effective to streamline operations under one programme, led by the UNDP Resident Representative. In the Central African Republic, the Resident Representative had played a key role in electoral assistance.

61. Another delegation cited a difficulty in terms of principle with regard to the CCF for Antigua and Barbuda, given its relatively favourable economic indicators. The delegation had questions regarding the anti-poverty aspects of the programme, which focused on data collection. Secondly, there were questions on the studies and strategic analyses on good governance mentioned in the document. UNDP activities should be of direct benefit to the people in a country. Therefore, the delegation had a very reserved view of the CCF for Antigua and Barbuda.

62. One delegation expressed support for the CCF for Haiti and stated that further international support was required. The speaker's Government had contributed $200,000 in 1997 to the Trust Fund for Haiti National Police and had recently transferred the balance of the contribution to the UNDP trust fund.

63. Another delegation recalled Executive Board decision 98/1 and in the view of the speaker's Government, the CCFs submitted at the current session did not clearly reflect the guiding principles endorsed in that decision. The speaker urged that the guiding principles be made operational, and in particular, that their application to all CCFs be made evident in the future. The speaker also requested information on how the $3.3 million in core resources allocated to the programme in Ecuador would be utilized.

64. The Permanent Representative of Antigua and Barbuda noted that his country still had a long way to go despite a high ranking in the human development index (HDI). He cited structural adjustment in the economy that had created economic problems for people in his country and the overall need to focus on human resource development. The graduation of his country from development assistance

based on narrow criteria ignored the serious and persistent problems faced by most small Caribbean island States. The traditional measures of economic growth did not take into account the effects of such natural disasters as hurricanes that necessitated government assistance to both public and private sectors. Moreover, 5 per cent of the Antigua and Barbuda population was currently comprised of refugees from Montserrat. In addition, UNDP played an important role in governmental reform in Antigua and Barbuda. A number of regional institutions were assisting in institution building and setting up regulatory frameworks and a small multi-disciplinary team would monitor the reform. Antigua and Barbuda was grateful for the support of UNDP and UNFPA.

65. Another delegation thanked the Executive Board for adopting the CCF for Antigua and Barbuda. Work in public sector management, governance and poverty eradication was very important. The presence of UNDP in the Caribbean was vital, as small island countries there benefited from its assistance at a time of diminishing funding from other donors. Despite the high ranking in the HDI, other factors such as hurricanes threatened the stability of economies of countries such as Antigua and Barbuda, which also had the additional burden of caring for refugees from Montserrat.

66. The representative of Ecuador thanked the Executive Board for approving his country's CCF, the focus of which was very realistic, taking into account obstacles, and his Government was optimistic that it could achieve future economic success. The aims of UNDP could be fulfilled only if its target for resources could be achieved.

67. The Associate Administrator responded to the questions and comments made. With regard to UNDP operations in Antigua and Barbuda, he stated that although that country could seem to be prosperous based on its per capita income figure, there were many social and economic problems that necessitated UNDP assistance. Urgent improvements were needed in many areas, in particular in public sector management and poverty eradication. He encouraged the continuation of the discussion of the subject with the country who had raised the queries regarding the CCF for Antigua and Barbuda. In response to the query raised, he reconfirmed that all guiding principles were being systematically applied in the CCFs.

68. The representative of the Regional Bureau for Latin America and the Caribbean noted that the CCF for Antigua and Barbuda needed to be seen as part of its highly vulnerable situation as a small island developing State. Proper management and public sector reform was a vital element in the change process initiated by the Government. With regard to poverty eradication, the Prime Minister had expressed his requirements that the intervention of UNDP would result in concrete bankable projects that could be launched in the fight towards poverty eradication. He thanked the representative who had expressed positive comments on the CCF for Haiti.

69. The Assistant Administrator and Director, Regional Bureau for Africa, was encouraged by the move to peace in the Democratic Republic of the Congo and hoped that in 2000 the CCF for that country would be completed, following discussion with the Government, and together with other United Nations partners.

70. The Executive Board took note of the note of the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36) and authorized the Administrator to continue to approve assistance to that country on a project-by-project basis.

IV. SPECIAL FUNDS AND PROGRAMMES

United Nations Capital Development Fund

71. The Administrator, introducing the item, stated that he felt empathy with the United Nations Capital Development Fund (UNCDF) and the situation it had faced four years earlier and he hoped that he would be as successful with UNDP as the Executive Secretary had been in terms of the turnaround that he had effected. Four years earlier UNCDF had come before the Board at a time when donor funding and commitment to the Fund were declining. The Executive Secretary's mandate had been formidable: turn UNCDF around, stop the declining funding and implement a new policy focused on local governance, all the while delivering approximately $40 million a year of programming to less developed countries. In response, UNCDF had offered donors a clear challenge: restore funding to current levels, give the Fund three years to implement a programme of change and at the end of that period, conduct an independent external evaluation of its performance. If UNCDF failed to change and deliver, the Executive Board would recommend closing it down. The donors accepted the challenge.

72. Four years later, the Administrator noted, the donor-led evaluation report was positive, indicating that within tight time constraints, UNCDF had enhanced its distinctive identity by developing competence in the fields of decentralization and local governance, as well as in microfinance. The evaluation recommended that donors should continue to support the Fund. By concentrating on local governance, fewer projects and a smaller number of countries, the Fund had revitalized its operations. The Administrator addressed the issue of collaboration between UNDP and UNCDF, citing positive examples of pilot projects in Uganda, Malawi and Cambodia. Those projects had also demonstrated the close collaboration of UNCDF with other partners, including the World Bank, and with national Governments. He noted that UNDP and UNCDF had signed memoranda of understanding with UNDP Resident Representatives in 15 countries and that a special joint unit on microfinance had been created. At headquarters there was close cooperation between the two entities in the area of governance and with regard to monitoring and evaluation. A focused policy on microfinance had been drawn up following a peer review carried out by the Consultative Group to Assist the Poorest (CGAP).

73. The lessons learned from the evaluation had been quite clear: change could be managed and take place in a short period of time. In that regard, UNCDF should be considered an example of best practice. The Fund had already begun to incorporate many of the recommendations contained in the evaluation report. It would continue to be a risk-taking and learning organization, with participation as a key element of the project cycle and teamwork for change as its centrepiece.

74. The Executive Secretary of UNCDF said that it had been a long and difficult process and the Fund had not yet come half way. As agreed, the evaluation had concerned itself with process and not impact, necessitating another evaluation in two to five years. For example, further work was required early on during the formulation process, to attract other donors to ensure replication and upscaling of UNCDF pilot projects. He emphasized that those projects must be owned by Governments, local governments and civil society, and that UNCDF must work in close cooperation with UNDP. The synergy with UNDP had been one of the Fund's strongest points over the previous few years and UNCDF would fit even better into the new UNDP. The memoranda of understanding with UNDP Resident Representatives had been integrated into the country cooperation frameworks and then into the United Nations Development Assistance Frameworks, where applicable.

75. The Executive Secretary noted that the evaluation process was a tool and presented a challenge for the future. An action plan for follow-up would be ready by late 1999. There would be integration of the findings into a strategic results framework and then into the multi-year funding framework. There would be more decentralization to the country level and the Fund would be less headquarters-oriented. He was confident that the Fund would deliver over the next few years with regard to impact as well as process.

76. Many delegations thanked the Administrator and the Executive Secretary for the statements and welcomed the spirit of openness. They also expressed their agreement with the findings of the evaluation. Reform in UNCDF had been successful, pointing to an important lesson learned that change could be managed. Most speakers concurred that the main challenge facing the Fund was follow-up to the recommendations, in particular, to assess the impact of the Fund's programmes through another independent evaluation. It was noted that there was a potential for replication of UNCDF interventions on a greater scale by national Governments and bilateral and multilateral agencies.

77. Two delegations, which represented the major donors to UNCDF, contributing 50 per cent of the Fund's income, stated that they would maintain their contributions at the current high level. They appealed for a broader financial base for the Fund in order to provide future stability.

78. Several delegations expressed support for the Fund's activities to local governance and microfinance, noting the evaluation report's finding that UNCDF could become a centre of excellence in the planning and implementation of projects in those areas. One delegation queried whether interventions in 15 countries were sufficient to justify the existence of a special fund, given the targeted focus of its work. Another delegation stated that the policy change of UNCDF regarding eco-development was mainly based on the internal review done in 1997 and not enough on evaluations of projects in the field. That delegation also felt that the evaluation report did not sufficiently cover blue-print infrastructure projects.

79. Most delegations underlined the importance of the relationship between UNCDF and UNDP. One delegation suggested that the Transition Team could examine the relationship in the light of the changing role of UNCDF over the past few years, especially regarding its interventions in local governance, as UNDP also

worked in that area. Another delegation stated that the two organizations should take advantage of their differences in size, assets and approach, and encouraged UNCDF to formulate a strategic results framework to be included in the UNDP multi-year funding framework.

80. One speaker requested further information on the attention paid to the management of natural resources in UNCDF projects. That delegation also questioned the partnership of UNCDF with local government in good governance interventions, expressing concern that communities may be neglected. Another delegation noted some of the weaknesses identified in the evaluation report and welcomed the Fund's intention to address them.

81. The Executive Secretary of UNCDF, responding to the questions and issues raised in the statements by delegations, said that he agreed that the future impact evaluation was essential. The Fund would slowly increase the number of concentration countries if possible and contingent on an increase in resources, and noted that UNCDF worked not only with local governments, but also with civil society, non-governmental organizations and the private sector. He noted that natural resource management in local development programmes remained a priority and cited examples. With regard to infrastructure, a policy paper would soon be issued addressing the role of UNCDF in that area. He noted that although UNCDF came to the Executive Board only every two years, it reported to donors on a regular basis through the Friends of UNCDF. He hoped for the continued support of the Board for UNCDF.

82. The Assistant Administrator and Director, Bureau for Resources and External Affairs, on behalf of the Administrator, expressed appreciation to UNCDF for its accomplishments, and noted that the Executive Secretary would join the UNDP Nordic Office in Copenhagen as Director.

83. The Executive Board adopted the following decision:

99/22. United Nations Capital Development Fund

The Executive Board

1. Takes note with appreciation of the report of the Administrator on the United Nations Capital Development Fund (DP/1999/37);

2. Welcomes the work undertaken by the Fund since 1995 in policy review and development as well as in strengthening the focus of its programme activities and strongly endorses its efforts to establish innovative and effective microfinance and local development programmes, including in local governance;

3. Also welcomes the positive assessment of the Fund's work in the recently completed evaluation of its activities since 1995, summarized in document DP/1999/37;

4. Notes that the evaluation contains a number of recommendations on the further strengthening of the United Nations Capital Development Fund

activities, directed to the Fund itself, to the United Nations Development Programme and to donors to the Fund;

5. Encourages the United Nations Capital Development Fund to take the necessary action to implement the recommendations in cooperation with all other relevant actors and to report to the Executive Board on its performance within the context of the results-oriented annual report in 2000;

6. Encourages the United Nations Capital Development Fund and the United Nations Development Programme to intensify their collaboration in all relevant areas, most particularly in the fields of local governance and microfinance, and requests the Executive Secretary of the United Nations Capital Development Fund, in consultation with the Administrator and in the context of the results-oriented annual report in 2000, to report on the Fund's partnership with the United Nations Development Programme in these fields, with particular emphasis on evolving roles and responsibilities;

7. Urges the United Nations Capital Development Fund to strengthen strategic alliances with partners, including Governments, civil society, bilateral donors and multilateral agencies, inter alia, the World Bank, to enhance the impact of its policies and programmes;

8. Recognizes that overdependence on a limited number of donors carries risks for the long-term financial sustainability of the United Nations Capital Development Fund and invites all countries in a position to do so to make voluntary contributions to the Fund in order to secure adequate funding for its programmes;

9. Requests the Administrator of the United Nations Development Programme to carry out an independent evaluation of the impact of United Nations Capital Development Fund programmes and projects and to report to the Board thereon in 2003.

17 September 1999

V. UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

84. The Executive Director of UNOPS introduced the three reports before the Executive Board pertaining to financial, budgetary and administrative matters: the report of the Executive Director on the revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001 (DP/1999/39); the report of the Executive Director on the level of the operational reserve (DP/1999/40); and the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the revised budget estimates for the biennium 1998-1999 and the budget estimates for the biennium 2000-2001 (DP/1999/41).

85. The Executive Director noted that UNOPS had continued to demonstrate its ability to operate under the self-financing principle and to evolve the level of financial expertise needed to adjust to changing circumstances. He also stated that he had suggested that the review of the adequacy of the level of the operational reserve be postponed to the next biennium, by which time increased

UNOPS experience with financial risk management and more reliable data would reinforce the ability to make sound recommendations.

86. Eight delegations thanked the Executive Director for his presentation and/or the reports; 11 commented on the latter. Several delegations mentioned particular UNOPS achievements, including: its development as an independent organization as part of the trend towards decentralization in all areas; its operation in accordance with the self-financing principle; its contribution to enhanced financial transparency; its record of efficiency; its work in support of the peace process; and its efforts to diversify its portfolio, as ACABQ had recommended. In addition to four delegations' expressions of support for the budget proposals submitted, one delegation assessed UNOPS growth in a period of decreasing resources as a direct measure of client confidence in the organization and its capacity to deliver quality services. Another delegation said that it was pleased that the increase in anticipated project delivery for the current biennium included significant earnings from new projects funded by United Nations sources other than UNDP and increased project execution on behalf of the International Fund for Agricultural Development, developments that responded to the Executive Board decisions and recommendations that UNOPS diversify its portfolio. One representative suggested greater coordination with and promotion of national execution in connection with UNOPS expansion.

87. With respect to the operational reserve, two delegations expressed concern at the low level that had been set for it; however, another mentioned the noteworthiness of the capacity of UNOPS and the reserve to absorb non-recurring charges. Four representatives looked forward to the report on the analysis of the appropriateness of the reserve level that would be submitted to the Board at its third regular session 2001.

88. The Executive Director responded to several issues raised, including, inter alia, the diversification, the projected growth in income, the increase in activities with non-traditional clients and the establishment of the business development coordinator function. He described the operational nature of the new Division for Special Programmes Development and elaborated on the new Business Development Unit, established to carry out marketing functions for the operations divisions, noting the significant strengthening of the substantive mandate of many agencies as a result of their cooperation with UNOPS. He also provided details on the impact of the self-financing principle on the nature of employment in UNOPS, the participation of Junior Professional Officers in UNOPS, and the ongoing evaluation of the UNOPS/UNDP relationship. With regard to the latter, the Assistant Administrator and Director, Bureau of Planning and Resource Management, confirmed that it would be an independent evaluation commissioned by the UNDP Evaluation Office based on terms of reference discussed with senior management of UNDP and UNOPS. He recalled no formal requirement for an interim report and expressed interest in presenting the evaluation findings jointly with UNOPS at the first annual session 2000.

89. The Executive Board took note of the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on UNOPS budget estimates for the biennium 2000-2001 (DP/1999/41) and adopted the following decisions:

99/15. United Nations Office for Project Services: revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001

The Executive Board

1. Takes note of the report of the Executive Director on revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001 (DP/1999/39);

2. Approves the revised budget estimates for the 1998-1999 biennium in the amount of $102.6 million;

3. Approves the budget estimates for the 2000-2001 biennium in the amount of $113.8 million;

4. Approves the staffing level as proposed for the biennium 1998-1999, including the relocation of four posts from New York to Rome and of one post from New York to Geneva, and the establishment of the post of Chief of the Division for Special Programme Development at the D-1 level.

15 September 1999

99/16. United Nations Office for Project Services: level of the operational reserve

The Executive Board

1. Takes note of the report of the Executive Director on the level of the operational reserve (DP/1999/40);

2. Decides that the level and rate of replenishment of the operational reserve established in paragraph 2 of decision 97/21 of 18 September 1997 remain in effect through the current and next bienniums;

3. Requests the Executive Director to submit a detailed report on the appropriateness of the level of the operational reserve at the third regular session 2001.

15 September 1999

90. The Executive Director then introduced the report on the responsibility of UNOPS in personnel matters (DP/1999/38) as well as supplementary information thereon (DP/1999/CRP.13).

91. He recalled: (a) the recognition by the Executive Board (decision 99/12) of the need for an improved personnel regime for UNOPS; (b) the request by the Board for information on the substance and implications of the proposed changes in authority and accountability; and (c) its request for assurance that proposals would represent the shared views of the parties that would be affected

by the changes. He assured the Board that document DP/1999/38, the product of a consultative process, contained the requisite information and that the new approach developed in response to concerns of the secretariat was reflected in the revised draft decision contained in document DP/1999/CRP.13, which had also been reviewed and approved by the Under-Secretary-General for Management and the Administrator of UNDP.

92. Five delegations stated their appreciation for the report. All delegations taking the floor indicated that they were pleased with the process of consultation that had involved all interested parties and expressed support for the request for the delegation of authority in the area of personnel. The Assistant Administrator and Director, Bureau of Planning and Resource Management, noted that at the annual session the Administrator had expressed his agreement in principle to the delegation of authority with regard to staff limited to service with UNOPS in addition to already existing delegation of authority for other staff categories. UNDP understood that the Secretary-General had no objection if the existing delegation to the Administrator were further delegated to UNOPS, thus constituting a sub-delegation of authority. On the basis of the Secretary-General's agreement, the Administrator supported the arrangement submitted to the Executive Board for approval.

93. The Executive Director thanked delegations for their expressions of support and contributions to the discussion on the delegation issue during the third regular session 1999 and at the annual session 1999. In response to an inquiry on personnel policies and procedures, he indicated that current recruitment practices were identical to those of UNDP and that additional information on their evolution could be provided subsequent to the delegation of authority under consideration.

94. The Executive Board adopted the following decision:

99/17. Responsibility of the United Nations Office for Project Services in personnel matters

The Executive Board

1. Takes note of the report of the Executive Director on the responsibility of the United Nations Office for Project Services in personnel matters (DP/1999/38);

2. Reaffirms that appropriate authority and corresponding accountability for personnel matters should be vested in the Executive Director, in accordance with the proposals contained in document DP/1994/62, of which the Executive Board took note in its decision 94/32, and with Executive Board decision 99/12, including the authority to issue United Nations Office for Project Services letters of appointment;

3. Requests, as a first step, that the Administrator of the United Nations Development Programme delegate to the Executive Director authority to issue United Nations Office for Project Services letters of appointment and to

administer the staff of the United Nations Office for Project Services in accordance with the United Nations Staff Regulations and Rules;

4. Requests the Executive Director to submit a detailed report on the steps taken to implement the present decision at the annual session 2000.

15 September 1999

UNFPA segment

Opening remarks by the Executive Director

95. In her introductory remarks the Executive Director focused on a few highlights of the work of UNFPA and the challenges that lay ahead. She recalled with satisfaction the successful completion of the twenty-first special session of the General Assembly on the five-year review and appraisal of the implementation of the Programme of Action of the International Conference on Population and Development (ICPD). She thanked the members of the Executive Board, who had worked hard to bring about a successful result, not only at the special session, but throughout the ICPD+5 process. The adoption by consensus of Key Actions for the Further Implementation of the Programme of Action of the ICPD (document A/S-21/5/Add.1) was testimony to the seriousness and importance placed on those issues by all countries. She noted that the ICPD+5 review showed that in five years progress had been made in advancing the Cairo goals. Many countries had embraced, and strengthened, the recognition of reproductive and sexual rights through policy changes; had taken steps to integrate population concerns into their development strategies; and had added new components to reproductive health services while also improving access to them. At the same time, the review revealed that much greater and urgent action was needed in such areas as the prevention of HIV/AIDS; addressing the sexual and reproductive health needs of adolescents; reduction of maternal morbidity and mortality; and the provision of reproductive health-care to women and adolescents in emergency situations.

96. The ICPD+5 review had also revealed that perhaps the greatest constraint faced by countries in achieving the full implementation of the Programme of Action was, simply, a lack of the political will to provide resources, particularly the international assistance part as was agreed at the ICPD in 1994. While the document adopted at the special session provided useful guidelines and specific actions to meet agreed priorities, commensurate commitments had to be made and kept to halt, and reverse, the decline in resources for social development in general, and population programmes in particular.

97. In noting that UNFPA had taken part in the important discussions of the Economic and Social Council at Geneva, she observed that the organization of the Council's work had been further strengthened and had resulted in many useful outcomes, including a number of resolutions and agreed conclusions of relevance to the work of the Fund. In particular, the Executive Director was pleased that the Council's consideration of operational activities was quite positive. Clearly, the intense efforts pursued within UNDG were yielding results and were

being recognized. She noted that UNFPA was proud of the effective manner in which it was participating in the process of United Nations reform implementation.

98. The Executive Director thanked the Government of France for generously sponsoring the excellent training in French from which she had benefited during the summer. She also thanked the President of France and the Prime Minister of Canada for the opportunity to participate in the Summit of the Francophonie. That meeting had focused on the theme of youth and thus was in fact closely linked to some of the issues discussed in the course of the ICPD+5 review. While in Moncton, Canada, the Minister in charge of Cooperation and Francophonie, Mr. Charles Josselin, and the Executive Director had signed three agreements for increased cooperation between UNFPA and France, including support for the country programmes in Côte d'Ivoire and Madagascar. The Executive Director expressed her sincere appreciation to the Government of France for the support.

99. She recalled that in accordance with decision 98/4, UNFPA had reported on the country and subregional programmes of Algeria, China, Egypt, Nicaragua, the Pacific subregion and Paraguay, in the report of the Executive Director for 1998 (DP/FPA/1999/7 (Part III)), which had been considered by the Executive Board at its annual session in June 1999. However, as she had just recently visited Algeria, China and Mongolia, she wished to say a few words on her visits to those countries. In July, when she had attended the Summit of the Organization of African Unity in Algiers, she had also been able to review the situation with the UNFPA-assisted country programme in Algeria, which was proceeding well but suffering severely from the Fund's shortfall in resources. The country programme was critical to Algeria's national reproductive health and gender programmes, all the more so, since it was the first such assistance approved after the cessation of civil conflict in the country.

100. In late-August, she had visited China and Mongolia and was pleased to see that notable progress was being made in both countries with the implementation of the country programmes approved by the Executive Board. In China, she had visited one of the counties of the reproductive health subprogramme which was implementing the ICPD approach of informed choice and quality of care. She had been able to observe, at the county, township and household levels, the great changes that had taken place in the manner in which services were provided, with a major emphasis on counselling, and with no targets or quotas. Those efforts were being widely publicized through pamphlets, billboards and individual counselling. The Chinese leadership was pleased with the programme, and the attention given to the life cycle and quality of care approach. The Executive Director had also been impressed with adolescent reproductive health education and services, including the popularity of social marketing and vending machines. In Mongolia, the changes that had taken place over the years in the population programme were impressive. There was an openness to a number of issues that used to be sensitive, but were now being addressed, including adolescent reproductive health issues, HIV/AIDS, and maternal mortality. Indeed, remarkable progress had been made in Mongolia in adopting and implementing the reproductive health approach.

101. The Executive Director emphasized that in the case of all UNFPA country programmes, the current resource situation was seriously and critically constraining planned activities. For its part, UNFPA was doing all it could to mobilize additional resources. She reported that following up on Executive Board decision 99/5 on the multi-year funding framework (MYFF), substantial progress was being made in further developing that approach. The MYFF would be submitted at the second regular session of the Executive Board next year. She added that fund-raising with foundations was proceeding well. However, there was a major shortfall in programme resources across the board, amounting to approximately $72 million for the current year in comparison to what had been approved by the Executive Board and what countries had prepared for and were ready to implement. The situation was not only extremely difficult for UNFPA but more importantly it was a real tragedy for all programme countries. The impact of programme slow-down and cut-backs now would be felt for years to come and would curtail the opportunities of future generations for a peaceful and prosperous life on a sustainable planet.

102. She appealed to the members of the Executive Board to bring that reality to the urgent attention of the decision-makers in their countries. Given the recognition that globalization was here to stay, she underscored that it was impossible not to acknowledge that population issues affected everyone, even in the more prosperous donor countries. In conclusion, noting that the resources existed as was shown by the billions being spent elsewhere, the Executive Director asked where was the commitment and shared responsibility to implement what had been internationally agreed.

103. During the discussion that followed, several delegations expressed their appreciation for the Executive Director's leadership and the work carried out by UNFPA during the special session of the General Assembly on the ICPD+5 review and appraisal. Many delegations were pleased to note the follow-up to ICPD+5 that the Executive Director had highlighted, including those issues that she had singled out as requiring urgent further action. One delegation added that there was an opportunity for the Executive Board to take a decision in that area. Another delegation noted that it had prepared elements of a possible decision on follow-up to ICPD+5 and would be distributing a draft to all delegations. Some delegations complimented the Executive Director on her use of the French language and thanked her for participating in the Summit of the Francophonie. The delegation of the People's Republic of China thanked the Executive Director for visiting its country and noted that on the basis of her visit further efforts had been undertaken to improve the quality of the country programme. The same delegation expressed concern at the resource shortfall confronting the Fund.

104. The Executive Director thanked the Executive Board members for their comments. She noted that UNFPA would welcome a decision by the Board on follow-up to ICPD+5 as that would help to concretize the process. She underscored that in the decision the proposal for further follow-up should be linked to the issue of resources. She added that the annual session in June 2000 would be the appropriate time for UNFPA to report to the Board on follow-up to ICPD+5.

105. The Executive Board adopted the following decision:

99/18. ICPD+5

The Executive Board

1. Takes note of the report of the Ad Hoc Committee of the Whole of the Twenty-first Special Session of the General Assembly and, in particular, of the key actions for further implementation of the Programme of Action of the International Conference on Population and Development (A/S-21/3/Add.1);

2. Warmly acknowledges the role played by the United Nations Population Fund in preparatory and related activities that ensured that the special session was a success;

3. Recognizes that:

(a) Implementation of the key actions agreed at ICPD+5 calls for more concerted effort from the international community;

(b) The United Nations system, including all United Nations funds, agencies and programmes, have a key role in supporting effective action in relation to ICPD;

(c) UNFPA in particular must play an effective leadership role to ensure that the goal of universal access to reproductive health is achieved by 2015;

4. Requests the Executive Director, therefore, to present to the Executive Board at its annual session 2000 a report for approval on the strategic role of UNFPA in supporting countries' implementation of relevant key actions contained in the report of the Ad Hoc Committee of the Whole of the Twenty-first Special Session of the General Assembly. The report should be prepared in parallel with the multi-year funding framework paper being presented to the Board at the second regular session 2000. In particular, the report should:

(a) Describe how the Fund will fulfil its leadership role within the United Nations system in assisting countries to take the action necessary to ensure availability of reproductive health services and products;

(b) Outline working arrangements and mechanisms for coordination with programme country Governments, other agencies of the United Nations system and with donors, including within the framework of the United Nations Development Assistance Framework and resident coordinator system and sector-wide approaches, to ensure coherence at international, regional and country levels;

(c) Present the strategic priorities within the framework of ICPD+5 that will guide and focus the Fund's actions, engagement and resource allocation at international, intercountry and country levels.

17 September 1999

VI. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

106. The Executive Board had before it the following reports: estimates for the biennial support budget for 2000-2001 (DP/FPA/1999/11); annual financial review, 1998 (DP/FPA/1999/13); and report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/1999/14).

107. In introducing the estimates for the biennial support budget for 2000-2001, the Executive Director underscored that UNFPA had devised a strategy composed of the following main elements: no new international posts; strengthening operations at the country level; strengthening the internal audit capacity; and maintaining a zero growth budget. She noted that the budget being proposed was a "bare bones" proposal, designed to ensure that UNFPA, with a long-term perspective, could continue to meet the demands of its mandate. She stated that with such a minimal budget several items had not been included, such as: the implementation of results-based budgeting, which was being funded by extrabudgetary resources (in that regard she thanked the Governments of Canada and Finland for their contributions); the proposed Resource Management System (RMS), which was estimated to cost between $4.4 million and $5.7 million, and a number of information technology expenditures linked to the RMS; additional posts needed to help to alleviate the workload of UNFPA country offices, which in a number of cases were required to cover too many countries; a global UNFPA meeting to orient all staff to the outcome of the recent ICPD+5 process and to reach consensus on how to move forward; and meeting demands created by the increased workload resulting from global exercises, participation in the United Nations reform and involvement in over 30 working groups and/or task forces related to the United Nations Development Group (UNDG) and other system-wide initiatives. The Executive Director emphasized that, as in the past, the utilization of resources would be managed in line with the actual level of resources mobilized. She appealed to the Executive Board members to increase their contributions to UNFPA and to help to reverse the trend of declining resources, thus providing UNFPA with adequate resources to fulfil its critical mandate.

108. In his introductory remarks, the Deputy Executive Director (Policy and Administration) addressed some of the key issues contained in the UNFPA budget proposal: staffing; renewal of the headquarters lease; the United Nations House programme; the RMS; and training. With regard to staffing, he reiterated that, as the Executive Director had pointed out, the UNFPA proposal for the biennial support budget contained no new international posts for either headquarters or UNFPA country offices. However, in order to strengthen its country offices, the Fund proposed to create 46 posts in country offices for locally recruited staff, including 14 national programme officers and 32 support staff, at a total cost for the biennium of $1.3 million. He gave a breakdown of the proposed posts by category and region and noted that as a result of the additions UNFPA would have a presence in 109 countries, with a resident UNFPA Representative in 73 of them. The remaining 36 countries would be covered by the UNDP Resident Representative serving as the UNFPA Representative. Concerning the renewal of the headquarters lease, he pointed out that after considerable review and assessment of various options, it was found that renewing the current lease was the best option, both in terms of cost benefits and in terms of minimal disruption of the Fund's operations. With regard to the United Nations House programme, he noted that

UNFPA was committed to it and was a full and active member of the UNDG Subgroup on Common Premises and Services and the Management Group on Common Services and Premises. While various benefits were likely in the long term, the Fund's experience to date was of cost increases, both in up-front, one-time installation costs and in the recurrent operating costs of country offices relocating into common premises. UNFPA was therefore proceeding cautiously and taking decisions on a country-by-country basis. To fund this UNDG initiative, UNFPA proposed to use the Reserve for Field Accommodation that had been set up in 1991 by the UNDP Governing Council for the establishment of common premises by the then JCGP agencies.

109. Regarding the RMS, he noted that it would bring together all the different applications and systems used by the Fund at headquarters and in the field, including the finance module of the currently used Integrated Management Information System (IMIS). The new system would enable UNFPA to manage its resources better and to improve the monitoring of programme and other activities. Owing to funding constraints, the cost of developing the RMS had not been factored into the budget proposal before the Executive Board. Instead, UNFPA intended to seek contributions in cash and in kind from various sources to be able to proceed with the development of the system. As noted in the budget proposal, if responses to such a request were insufficient, UNFPA would consider using programme funds for that purpose. Concerning training, the Deputy Executive Director stated that UNFPA would concentrate on the training of country office staff in accordance with the Fund's priority of building local capacity. As a result, 76 per cent of the Fund's training budget would be spent in country offices. He then introduced the annual financial review, 1998 (DP/FPA/1999/13), highlighting the income situation; expenditures; and the status of the operational reserve and liquidity position.

110. During the discussion that followed several delegations appreciated the fiscally responsible manner in which UNFPA had developed the proposed biennial support budget for 2000-2001 and noted that it was prudent, transparent and realistic. Several delegations welcomed the cost-cutting measures undertaken by the Fund, including reduction of travel expenses, consultancies and publications, and the temporary freezing of 11 posts and indicated that they were ready to approve the proposed budget. A number of delegations commended the Fund for its efforts and success in obtaining funding from private donors and foundations. A number of delegations made announcements concerning their voluntary contributions to UNFPA. The delegation of the Czech Republic announced that its 1999 contribution to UNFPA would amount to over $70,000 and would be paid shortly. The delegation of Denmark confirmed that its country intended to continue to contribute to UNFPA at a very high level. The delegation of Ghana noted that it had paid its contribution to UNFPA in full and expected to increase its contribution next year and beyond. The delegation of Ireland stated that its country had increased its contribution to UNFPA by 10 per cent and hoped to continue doing so in the future. In addition, a multi-year pledge had been made and the contribution for the current year had been paid in full by April. The delegation of Italy stated that its country had increased its 1999 contribution to UNFPA by 150 per cent and intended further to increase its cooperation with the Fund. The delegation of Japan announced that its Government had disbursed a contribution of $48.28 million in full as pledged for the Japanese fiscal year 1999. The delegation of Switzerland stated that

its country had increased its contribution to UNFPA by 10 per cent and hoped to make a further increase next year. Many delegations hoped that the momentum generated by the ICPD+5 review and appraisal and the adoption of the MYFF would result in increased funding for UNFPA. One delegation noted that the data in the proposed budget provided a good starting point for the MYFF. The speaker recognized the difficulty of developing indicators for the MYFF, in particular with regard to advocacy. Another delegation asked to be updated on the progress made in developing the MYFF.

111. Several delegations expressed concern about the decline in the Fund's resources and the impact it would have on programme countries, particularly the populous and poor ones, as well as countries with economies in transition. One delegation pointed out that full implementation of the Programme of Action of the ICPD envisaged, inter alia, mobilization of resources for a variety of development sectors. Unfortunately, funding for population activities had not increased at a rate consistent with meeting the agreed target of $17 billion by the year 2000. One of the obstacles was the downward trend in official development assistance. The speaker appealed to the donors to take note of that trend and to fulfil their commitments for increased funding to UNFPA. She thanked Australia, Canada, Denmark, the European Union, Germany, Japan and the United Kingdom for the increase in their support to population activities during the period 1990-1997. She also thanked the United States of America for its continued support in the area of population.

112. Another delegation, expressing concern about the decrease in programme resources for countries in the A and B categories, stated that over the years his country had argued in favour of increasing the share of resources for countries in sub-Saharan Africa and was therefore concerned about the decrease in resources for those countries. He asked if the decrease had to do with difficulties in absorptive capacity in those countries. One delegation, while welcoming the increase in NGO and national execution, expressed concern about the 10.7 per cent decrease in programme resources for countries in the Asia and the Pacific region, in comparison to the 1998-1999 budget. The speaker urged the Fund to make further efforts to achieve a more balanced distribution of resources. One delegation stressed that the discussion concerning the decline of resources should focus on how to increase resources and not on how to divide the shrinking pie among the different regions. He recalled that during the twenty-first special session of the General Assembly it had become clear that the programme countries had performed quite well in mobilizing their share of the estimated resource requirements outlined in the ICPD Programme of Action. However, the donor partners had fallen short in providing the resources necessary for implementing the Programme of Action. He urged donors to meet their commitments.

113. One delegation stated that the unfavourable resource situation placed an unfair burden on UNFPA at the field and headquarters levels. The speaker stated that it was a measure of the Fund's efficiency that programme implementation rates had increased; however, that was not being matched by an increase in resources, as some States were not meeting their commitments. The speaker underscored that it was incumbent on the Executive Board to support UNFPA, jointly with the Secretary-General, by bringing to the attention of world leaders the critical implication of the Fund's funding situation. The speaker

also encouraged UNFPA to explore alternative ways of mobilizing NGOs and civil society, in view of its limited budget for information and communication, to lobby Governments to make good on national commitments. He asked about the wide percentage changes in programme expenditure by country in 1997 and 1998, particularly in the category A countries. While commending the dedication of UNFPA staff, he emphasized the need for the Board to take into consideration the issue of staff morale given the environment of uncertainty created by declining resources.

114. One delegation stated that its Government had been very surprised when informed last July that there had to be an interruption in the projects due to a lack of resources. The disruption had had an adverse impact on population activities in the country. The speaker urged that such episodes should not occur again without warning. Another delegation stated that if the donors did not increase their contributions to UNFPA, the Fund would be plunged into a deep financial crisis and the impact would be felt not only in programme countries but also in donor countries.

115. Numerous delegations concurred with and welcomed the emphasis on strengthening the Fund's work at the country level through the creation of 46 new local posts. Several delegations also welcomed the Fund's efforts to strengthen its internal audit capacity, through a subvention to UNDP. A number of delegations also commended the Fund's efforts to focus on and increase support for staff training at the country level. While some delegations expressed the view that the RMS should be included in the proposed budget, other delegations agreed that UNFPA should seek additional funds for it from the donor community. One delegation asked whether there was a contingency plan in case donor funds were not forthcoming. Some delegations expressed concern that the Fund was proposing an increase in the staff vacancy rate of Professional posts from 4.5 per cent in the 1998-1999 biennium to 6 per cent in 2000-2001 and noted that the ACABQ had observed that for 1999 the projected vacancy rates were in the ranges of 9 to 10 per cent for internationally recruited staff and 11 to 14 per cent for locally recruited staff. One delegation wondered whether given the deflated vacancy rates used in developing the proposed budget for 2000-2001, greater cost savings could be realized if higher, yet more realistic, vacancy rates based on 1998-1999 data were used. Another delegation asked for details regarding the proposed 46 posts. Referring to the high vacancy rate, the speaker stated that under normal budgetary procedures those posts would have been abolished. He questioned the creation of new posts pointing out that instead use should be made of the high vacancy rate. He urged the Executive Board to discuss the issue of the high vacancy rate when the next biennial budget came up for consideration. He observed that with the introduction of new information technologies, at the headquarters and field levels, fewer secretarial and clerical staff would be required. One delegation observed that increasing the number of posts might not improve quality and agreed with the ACABQ that certain secretarial and clerical posts might not be required.

116. Another delegation stated that the issue of new posts should be looked at in the context of the trend during the last three years and in relation to the high vacancy rate. Furthermore, the issue should not be seen in isolation from the staffing of the Technical Advisory Programme (TAP). The speaker observed that a high vacancy rate could cause disruption and discontinuity in already

established programmes and the value of new posts should be looked at in relation to those consequences. She suggested that an analysis be undertaken of where it might be possible to cut posts. She asked to what extent the proposed budget reflected the long-term implications of filling the proposed 46 posts for two years. She expressed concern that the support budget was absorbing a larger proportion of overall resources and suggested that the three-year trend should be looked at. One delegation asked if the addition of 46 new posts at the country level was in keeping with an established plan and wondered if UNFPA had rationalized its resources to the optimum mix.

117. Another delegation asked whether in the light of decreasing resources UNFPA should take a more fundamental look at how its country programmes were being run and whether a high level of presence was required in all countries. Bearing in mind the observation of the ACABQ, the speaker asked whether delivering development assistance with an inbuilt cost of 20 per cent was an expensive way to work. While supporting the need to strengthen the Fund's capacity at the country level, the speaker asked whether a more focused and structured response to overcoming key capacity constraints in a limited number of countries might be worth considering at some future juncture. She encouraged the Fund to continue to look for efficiencies and economies of scale, as well as common practical benefits offered by common services and shared premises at the country level. Observing that proportionately the administrative cost of providing technical support in the next biennium seemed higher than in the current biennium, the speaker requested a clarification.

118. One delegation was pleased to note that even with limited resources, UNFPA was continuing to pursue its strategic priorities. With regard to the TAP, she regretted that none of the country support teams had been specifically tailored to the needs of the countries with economies in transition, and therefore welcomed the proposal to establish a team to address the needs and priority issues of those countries. She suggested that consideration should be given to the cost-effectiveness of locating the team in Bratislava. She underscored that the reproductive health situation in some European and Asian countries with economies in transition had become a cause of great concern: there was a heavy reliance on abortion as a less costly method of birth control and low-to-moderate contraceptive prevalence rates due to several factors, including lack of information and low standards of living. There was also a rapid increase in sexually transmitted diseases, including HIV/AIDS. In addition, many countries in the region were experiencing unprecedented demographic change caused mainly by low birth rates and huge migration flows. The deterioration of the socio-economic situation and the drastic drop in living standards had resulted in high rates of both temporary and permanent emigration for economic reasons. Referring to table 3(b) in the annual financial review, 1998 (DP/FPA/1999/13), the speaker stated that the table did not reflect the Czech Republic's 1998 contribution to UNFPA, which had been paid in full by the end of June 1998.

119. One delegation, while drawing attention to the unbalanced population structure and unfavourable public health situation in its country, noted that demographic factors were aggravated by the disastrous ecological consequences of the Chernobyl nuclear catastrophe. The speaker emphasized the need to explore ways to make the best use of resources and increase programme expenditure.

120. Another delegation, while expressing concern regarding the resource projection for 2000-2001, asked for an explanation of the basis of the projection. One delegation asked to be informed about the Fund's implementation of the Board decision 97/26 on the budget, particularly concerning the filling of seven country representative posts.

121. One delegation encouraged UNFPA to submit to the Executive Board, at the earliest opportunity, a detailed budget of the additional resources required for UNFPA to implement the actions called for in ICPD+5 review and appraisal. In that regard, the speaker applauded the Executive Director for the attention paid in the report on the biennial support budget to strengthening human resource capabilities, both in the short- and long-term. The speaker added that UNFPA should develop a strategic plan to deal with resource shortfalls and noted that a well-developed resource contingency plan was the best strategy for waiting out lean financial times.

122. Another delegation, while commending UNFPA for its dynamic and innovative resource mobilization efforts with private donors and foundations, encouraged the Fund further to increase its efforts to convince "non-performing" donor Governments to increase their voluntary contributions in accordance with their economic and financial place in the world, particularly, since the contributions of some economically prosperous States were very low and raised questions about their support for the ICPD Programme of Action. The speaker noted that his country's Minister of Development Cooperation had recently confirmed in Parliament that she considered UNFPA to be an excellent example of United Nations operational activities and very worthy of continued support. The speaker added that his delegation also supported the Fund with regard to the United Nations House programme and the proposed method of financing the costs.

123. One delegation expressed concern regarding the $6.5 million drawdown from the operational reserve that had been repaid with 1999 income. While noting that he understood the rhythms of income and outlays and the necessity of addressing unforeseen situations, he observed that other measures might be necessary to address deficit situations. He asked for information regarding the drawdown from the operational reserve in 1999. He also requested an explanation of why UNFPA had not implemented the harmonized presentation of the reimbursement of national income tax paid on behalf of staff. While noting that a 16 per cent increase in total income was ambitious, he agreed with the Executive Board that the momentum from ICPD+5 might produce that result.

124. One delegation, while agreeing that the percentage increase in the support budget was due to a decline in resources, pointed out that UNFPA should adapt to the change in a manner that enabled it effectively to deliver programmes while maintaining its support costs as a modest percentage of the overall funds available. With reference to paragraph 14 of document DP/FPA/1999/11, she asked if the $0.9 million covered the direct costs associated with procurement and whether the $1.8 million credited as income to the regular resources budget was a net amount. She stated that it was not advisable to use the operational reserve to compensate for lower than expected contributions. She asked for further information concerning the reserve for field accommodation and observed that consideration should be given to winding up the reserve and having the excess funds revert to the regular resources income item. With regard to the

IMIS, she stated that its costs should be carefully monitored. She asked for information regarding the Fund's Y2K compliance.

125. One delegation welcomed the strengthening of the UNFPA office in its country and noted that that would also enhance the monitoring of the programme and implementation of the ICPD Programme of Action. The speaker noted that following the ICPD his country had adopted laws prohibiting violence against women. As part of the health sector reform one ministry was dealing with social, health and population matters. He welcomed the fact that UNFPA was focusing on addressing the needs of young people in his country and appreciated the Fund's efforts to involve civil society in advancing the implementation of the ICPD Programme of Action.

126. In her response the Executive Director thanked all donors for their contributions and in particular those who had increased their contributions to UNFPA. She appreciated the fact that many countries had embarked on follow-up to the ICPD+5 review. She agreed with the delegations that had stated that the responsibility for raising resources was shared by all and should not be viewed as just the Fund's responsibility. She thanked the donors who were urging their fellow-donors to improve their performance with regard to increasing contributions. She noted that at the request of some donor countries UNFPA had prepared a brief background note on the impact of resource shortfalls on the UNFPA programme. The note was available at the back of the conference room.

127. With regard to the internal audit section, she observed that strengthening its capacity would facilitate country offices being audited on a regular cycle. Currently, UNFPA was not meeting the requirements for the optimal cycle of country office audits. Concerning the decline in expenditure for countries in the Asia and the Pacific region, she noted that the decline was essentially due to exchange rate fluctuations relative to the prior year and that in nominal terms there had been no significant decline. She noted that there had been a minimum decline in category A country expenditure. She deeply regretted the hardship and disruption to programming caused in some countries as a consequence of the shortfall in resources. She explained that some programmes were overstretched and with resources going down, drastic action had been required. With regard to the observation of one representative that there was a need to lower reliance on abortion in her country, she fully agreed that increased use of modern methods of family planning would reduce dependence on abortion. Experience had demonstrated that abortion levels went down when family planning increased. She thanked the representative of the Czech Republic for the clarification regarding her country's 1998 contribution to UNFPA and confirmed that the contribution had been received in 1999.

128. Responding to one representative's query regarding the Fund's income projection, she hoped that the resource situation would improve in 2000. UNFPA was cautiously optimistic about multi-bilateral funding from foundations and also hoped for the return of a major donor. Regarding the MYFF, she noted that steady progress was being made and she thanked several Governments which had provided support for the development of the MYFF. She especially appreciated the technical and financial support provided by the Government of Canada and the Government of Finland. She noted that a small Office for Results-based Management (ORM) had been set up concurrently with the establishment of the

Inter-Divisional Advisory Group for Results-based Management (IDAG). The IDAG was working towards ensuring full understanding and participation of UNFPA management, staff and partners in the move towards institutionalizing results-based management. The ORM was conducting feasibility studies in five countries and organizing an international workshop and various briefings. A website had been established to encourage dialogue and discussion. The Executive Director emphasized that she wanted all UNFPA staff to "buy into" the results-based approach. She noted that the approach had also been introduced into various other exercises of the Fund, for example, country programmes, the workforce planning exercise and consultations with partners. She indicated that a note on progress in developing the MYFF was available at the back of the conference room.

129. Regarding staffing she noted that the workforce planning exercise UNFPA had embarked on would contribute to streamlining the Fund's structure and to addressing its long-term needs. Areas being addressed included financial and reporting systems; transfer/reduction of functions as a result of technological developments; ICPD+5 directions; and more efficient use of the TAP. UNFPA would report on progress in the coming year. Concerning the suggestion that a strategic plan should be developed to deal with resource shortfalls, she agreed that UNFPA should streamline its plan to react to shortfalls in resources. In that regard, the Fund would also look at the strategic plans of UNICEF, UNDP and other organizations. Regarding the query on indications of support for the RMS, she stated that no indication had yet been received. She noted that UNFPA had discussed with ACABQ the possibility of using programme funds, on an exceptional basis, for the RMS and ACABQ had not been disinclined to accept that proposal. She underscored that the RMS was an essential component of programme management. She added that computer link-ups between the field, headquarters and the teams were an essential component of the TAP. Although UNFPA did not wish to increase the support budget, the RMS was greatly needed and a one-time expenditure might be required to implement it. With regard to the ACABQ observation that secretarial and clerical staff should be reduced, she noted that the Fund was already reviewing that in the context of the workforce planning exercise and in the light of new information technologies, as well as the need to make better and more efficient use of human resources. She also emphasized that a certain capacity and critical mass had to exist within the Fund in order to deliver programmes effectively and efficiently. With regard to the long vacancy rate she indicated that it had helped to manage resources and reduce expenditure. However, increased resources would not necessitate a high vacancy rate. She also pointed out that recruitment often took long because there were a limited number of experts in the area of reproductive health. Often, it was necessary to advertise a post several times. While agreeing that there were benefits to be obtained from common premises and common services, she pointed out that there were immediate, up-front cost increases that had to be dealt with.

130. She thanked delegations for their support for the creation of 46 new local posts which would strengthen capacity at the country level. She added that in some countries the programmes were very large and complex and in others the UNFPA Representative was required to manage the programmes of several countries. For example, the UNFPA Representative in Uzbekistan was also responsible for the programmes in six other countries. She observed that UNFPA had offices in 73 of the 140 countries in which it worked. In the remaining countries the UNDP

Resident Representative served as the UNFPA Representative. However, the UNDP offices were very stretched and had indicated that while they could provide some representation they could not manage the UNFPA programmes on a day-to-day basis. Thus, the strengthening of country offices was essential and based on that need the Fund had proposed 46 new local posts. She pointed out that having a country presence increased implementation, helped to develop capacity and enhanced the engagement of the Government. She noted that as a result of the United Nations reform the number of coordination exercises had greatly increased and small organizations such as the Fund found themselves overstretched. For example, in some countries there were 10 or more theme groups that required the regular participation and presence of the UNFPA Representative or the Deputy Representative. She concurred with the delegation that had pointed out the compelling reproductive health needs of people in Eastern European countries with economies in transition. She noted that while those countries did not require a high level of financial assistance they did have a great need for technical assistance. She observed that one of the country teams of the TAP would be dedicated to responding to the needs of Eastern European countries with economies in transition. She clarified that in Bosnia-Herzegovina and in Ukraine, UNFPA was strengthening the field capacity to support population and reproductive health activities within the UNDP office and not opening new UNFPA offices. She underscored that she would like fully to implement the budget and to move forward.

131. In his response the Deputy Executive Director (Policy and Administration) highlighted some of the potential benefits of the United Nations House programme, including improved communication among United Nations agencies, especially in the context of UNDG and its related activities, such as the UNDAF exercise; a reduced administrative budget resulting from sharing of common facilities (conference rooms, meeting facilities, reception areas) and common staff (receptionists, security guards, messengers, drivers); and higher visibility for United Nations agencies as a cohesive and integrated unit. He concurred that the income projection used in the proposed biennial support budget ($621 million) differed from the work plan figure ($601 million), however, with the adoption of the MYFF and the momentum generated by the ICPD+5 review, UNFPA was hopeful about achieving the higher figure.

132. With regard to the query on the filling of the seven posts for country representatives, he stated that UNFPA had taken a very prudent approach and six of those posts had been filled by the end of the first quarter of 1999. One post was still vacant and recruitment for it was under way. He pointed out that paragraph 3 of decision 97/26 stated that the Executive Board "Also urges the Executive Director to keep under review the prevailing climate of uncertainty regarding future income, particularly by delaying the filling of the proposed new positions of UNFPA Representatives at an estimated cost of $1,635,044, when implementing the budget for the 1998-1999 biennium ". He added that the matter had also been discussed at the second regular session 1998 and the Board in decision 98/8 had authorized the Executive Director to begin recruitment for the seven posts. Specifically, paragraph 3 of decision 98/8 stated that the Board "Authorizes the Executive Director of UNFPA to begin recruitment of seven country representatives, as proposed in decision 97/26, in line with the availability of resources". Based on that, UNFPA had begun recruitment to fill the posts. He noted that the Fund would be pleased to provide a staffing list,

as requested by one speaker, including the 46 new posts proposed for strengthening country offices. In response to another query, he noted that there was a built-in 15 person-month occupancy rate for the proposed 46 new posts. Concerning the freezing of 11 posts, he noted that 4 were Professional posts and 7 were General Service posts. He noted that currently it was too early to determine the impact of freezing posts. However, he was concerned regarding the impact on the morale and physical health of the staff: staff members were willing to work hard and to work long hours but they were being overstretched. He concurred that a vacancy rate of 11 per cent may be high, but it was due to the time required to fill a post, as well as to the Fund's conscious effort to achieve savings in the support budget through a delay in recruitment.

133. Concerning the query on strengthening the capacity of the internal audit section through a subvention to UNDP for the use of three more posts, he noted that that would expand the overall audit coverage of UNFPA units, which, currently, was far from the optimal cycle of once every five to seven years. Meanwhile, the recommendation of some ACABQ members was once every three to five years. The Fund would also participate in the UNDP regional service centres in the Arab States and Europe and Latin America regions. Currently, only the Africa and the Asia and the Pacific regions were covered. In response to a comment on the decline in programme expenditure in Africa, he regretted that there had been a slight reduction (4 per cent) in expenditure for category A countries. However in looking at the total resources expended, it would be clear that Africa's share was still the largest of the four regions. That was in line with the work plan distribution of resources recommended by the Executive Board. He added that several years earlier the proportion of programme resources going to Africa had been 20 per cent, whereas now about 40 per cent of programme resources went to Africa, as indicated in table 7 of the annual financial review, 1998 (DP/FPA/1999/13). Nevertheless, the Fund would re-examine the data and the long-term trend in resource utilization.

134. In his response, the Director, Division of Finance, Administration and Management Information Services (DFAMIS), noted that the vacancy rate assumed during the 1998-1999 biennium was around 4.5 per cent. For 2000-2001 a vacancy rate of 6 per cent was assumed. The Fund was prudently managing both the vacancy rate and the occupancy rate in ways conducive to savings. However, it should not be implied that the posts were not needed. With reference to the query on the operational reserve, he observed that in January, February and March 1999 the Fund had drawn down on the reserve. However, the operational reserve had been fully restored in April 1999. It was possible that the Fund may need to draw down on the reserve before the end of the year. He agreed that the predictability of income would enhance fiscal management. However, since programmes were multi-year and pledging was not, it was currently difficult to adjust programme momentum. A sound resource monitoring system would help to alleviate some of those problems and UNFPA hoped that donors would support the development of the RMS. He agreed that the RMS should be part of the support budget and he hoped that the Board would increase the appropriation to cover that. With regard to the tax reimbursement query, he explained that the harmonized treatment for national tax reimbursement through a credit to the biennial support budget and a reduction to the contribution of the country involved had not been implemented as there had been no contribution from the

country in question to offset the tax. With regard to the query on Y2K compliance, he noted that UNFPA had recently prepared a note on the Fund's Y2K preparedness, which could be made available to interested members of the Board. He added that the Fund's internal systems (the Programme Resources Management System and UNFPA Integrated Field Office System) as well as other systems used by United Nations agencies were Y2K compliant. With regard to the external infrastructure (telephones, voice-mail, elevators, etc.), UNFPA had prepared an inventory of the things impacted by Y2K and 95 per cent of them were Y2K compliant. The Fund was liaising with the United Nations Security Coordinator and UNDG partners with regard to field-related issues. Responding to a query on the MYFF, he noted that UNFPA planned to organize an informal briefing on the MYFF in October.

135. With regard to the query on administrative and operational expenses for agencies, he noted that there had been a reduction from 3.3 per cent in the current biennium to 2.9 per cent in the next biennium. He stated that UNFPA, through its concerted effort, had reduced the management and administration component of the budget from 5.1 per cent to 3.9 per cent. The Fund had undertaken several cost-cutting measures to achieve a $9 million savings in appropriations. He concurred that the vacancy rate should be a management tool rather than a financial technique to reduce expenditure. However, given that the Fund's income was under constraint, UNFPA was taking a cautious approach. The vacancy rate was likely to be in the region of 7 per cent and not 10 to 11 per cent. In emphasizing the critical importance of the 32 posts for support staff, he stated that the financial assistants were the backbone of the field structure, especially in countries where no Country Representative or Deputy Representative was present; without them the monitoring of the financial and administrative aspects of the programme would be nearly impossible. With reference to the query on the longer-term (two-year) cost implication of the proposed 46 new posts, he noted that a 15-month occupancy rate had been assumed, but if a 24-month occupancy rate was assumed, then it would cost an additional $0.5 million. In response to another query, he stated that in 1999 the highest allocation of resources was for the Africa region.

136. The Chief, Finance Branch, DFAMIS, provided updated financial information with regard to the annual financial review, 1998 (DP/FPA/1999/13), table 1. He stated that the following figures represented the breakdown of project expenditure for Trust Funds in 1998: United Nations agencies, $0.9 million; Governments, $6.6 million; UNFPA, $38.8 million; NGOs, $3.1 million. The subtotal for project expenditure was $49.4 million.

137. The Executive Board adopted the following decision:

99/21. UNFPA: estimates for the biennial support budget for 2000-2001

The Executive Board

1. Takes note of the 2000-2001 biennial support budget estimates of the United Nations Population Fund, as contained in document DP/FPA/1999/11, as well as of the report of the Advisory Committee for Administrative and Budgetary Questions thereon (DP/FPA/1999/14);

2. Expresses its concern at the overall situation of declining resources;

3. Recognizes UNFPA efforts to contain costs, as outlined in paragraphs 29 and 30 of document DP/FPA/1999/11, and the positive reaction of the Advisory Committee on Administrative and Budgetary Questions thereon, and welcomes the emphasis on its country office network and its internal audit capacity;

4. Urges the Executive Director, in this regard, to continue to make every effort to contain both the administrative and programme support costs at headquarters, as well as in the field through cost-saving measures, without detrimental effect on programmes;

5. Notes the approach of the Executive Director to participation in the United Nations House programme, as outlined in paragraphs 35 and 36 of document DP/FPA/1999/11 and notes the need, where appropriate, to ensure that there will be no additional burden on host countries;

6. Acknowledges the efforts of the Executive Director to seek extrabudgetary funding for the development of the resource management system; however, if it appears by the end of January 2000 that the responses to such requests are insufficient, decides on an exceptional basis to increase the appropriation by the required amount, as mentioned in paragraph 81 of document DP/FPA/1999/11 and notes the need, where appropriate, to ensure that there will be no additional burden on host countries;

7. Encourages UNFPA to review its priorities in relation to any shortfall that may occur in the biennial support budget prior to seeking additional resources;

8. Approves gross appropriations in the amount of $149,384,600 for the purposes indicated below and resolves that the income estimates of $22,000,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $127,384,600;

2000-2001 biennial support budget	
(in thousands of United States dollars)	
Programme support	
Country offices	75 202.8
Headquarters	27 836.7
Subtotal	103 039.5
Management and administration of the organization	46 345.1
Total gross appropriations	149 384.6
Less: Estimated income	22 000.0
Estimated net appropriations	127 384.6

9. Authorizes the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

10. Requests the Executive Director to report to the Executive Board at its third regular session 2000 on any significant increases or shortfalls in estimated income for the year 2000, and to suggest proposals on how to deal with the new situation.

17 September 1999

138. The Executive Board took note of the annual financial review, 1998 (DP/FPA/1999/13) and the report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/1999/14).

139. The Executive Board also adopted decision 99/24 (see paras. 46 and 47 above).

VII. TECHNICAL SUPPORT SERVICES

140. The Executive Board had before it a report on the Technical Advisory Programme, 2000-2003 (DP/FPA/1999/12), submitted in response to decisions 95/34 and 98/6 on the UNFPA Technical Support Services (TSS) system.

141. In introducing the report, the Deputy Executive Director (Programme) noted that it was the result of a two-year review process of the TSS system that had examined experiences and lessons learned and made a concerted effort to take a fresh look at the needs for technical assistance. UNFPA Country Offices, the

Country Support Teams (CSTs), and partner agencies had participated in the process. The review had drawn on the ICPD+5 review and appraisal process, which had shown the progress in advancing the Cairo goals and the challenges that remained. It had revealed beyond doubt the need for a system that was capable of delivering technical assistance to programme countries in an efficient, flexible and consistent manner, as well as the uniqueness and effectiveness of the inter-agency arrangement. The review of the TSS system had also revealed the changing needs for technical assistance and high quality information; the likely continuation of demands on the country teams in support of capacity-building and the implementation of a large number of new country programmes; and the need for technical inputs to and participation in United Nations system-wide initiatives, such as the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and sector-wide approaches (SWAps). Furthermore, it had underscored that the contributions of the TSS system were widely recognized and highly appreciated in the programme countries.

142. She outlined the various options considered by UNFPA and noted that after due consideration and having weighed the pros and cons, the Fund had concluded that a modified version of the current system operating in a more streamlined and cost-effective manner would be the best way to meet country needs for technical assistance and capacity-building. Hence, UNFPA proposed retaining the core elements of the current TSS system, namely, the multi-disciplinary approach and the institutional arrangements for delivering technical assistance, while placing stronger emphasis on national capacity-building and technical backstopping of the country teams. The proposed programme would streamline functions at each level of the system, with the primary goal of improving national capacities for implementing population and reproductive health programmes. Greater interaction was envisaged among all levels of the system, as well as with United Nations partners and NGOs. The dramatic advancement in communication technologies over the last few years would facilitate the envisaged interaction.

143. She emphasized that the agency specialists played an important backstopping role in providing technical resources and guidance to the teams; developing methodologies and key materials; and sharing best practices and lessons learned at the regional and global levels. While drawing on the resources of their respective agencies, the specialists, at the same time, developed in-house capacities for integrating population dimensions in the work of those agencies. The new programme intended also to draw on the expertise and skills of new partners, in particular NGOs, to cover special backstopping needs. She noted that under the new cycle, the Fund was proposing a total of 152 posts, of which 134 posts were for country teams, with an increase in the share of posts for Africa and a relocation of some country team specialists to serve Eastern Europe and Central Asia, and 18 posts were for the agency specialists. While 152 posts were consistent with the needs and competencies required, in recognition of the current difficult income situation, as a minimum option, the Fund proposed a total of 131 posts for the new cycle. The cost of the proposed programme, with a total of 152 posts would be $113 million for the four-year period 2000-2003, of which $95 million would be made available from regular resources and $18 million from multi-bilateral and/or other resources, including regular resources should income levels increase. The minimum option would cost

$95 million, representing a reduction of 11 per cent as compared with the current programme.

144. The Deputy Executive Director noted that new terms had been introduced in document DP/FPA/1999/12 and UNFPA was proposing that henceforth the TSS system should be referred to as the Technical Advisory Programme (TAP), the TSS specialists as the Technical Advisory Services (TAS) specialists, and the CSTs as the Country Technical Services Teams (CSTs), instead of Country Advisory Teams (CATs). She also pointed out that many of the partner agencies as well as the CST Directors were present and would be pleased to respond to any questions that the Executive Board members might wish to address to them.

145. During the discussion that followed several delegations focused on the issue of national capacity-building and welcomed the renewed emphasis of the TAP system on focusing attention on strengthening national capacity. One delegation asked how many posts would mainly focus on that area. Some delegations observed that the report did not adequately respond to the request made by the Executive Board in decision 98/6. A number of delegations endorsed the proposal for stricter adherence to time periods when CST advisers did not travel on missions and in that regard urged greater use of the Internet and other information technologies. Some delegations asked if there were other countries besides Ethiopia where CSTs had participated in SWAps. One delegation was pleased to note that CST advisers would increasingly assist in the development of SWAps, especially to ensure that sufficient attention was given to reproductive health and reproductive rights and gender issues. That delegation requested further information on TAP arrangements regarding SWAps. Some delegations agreed that the current TSS system, strengthened in focus and technical backstopping, remained the best option. Several delegations emphasized the need to sharpen the focus with regard to the backstopping provided by TAS specialists.

146. A number of delegations suggested modifications and alternative options for the TAP. One delegation stated that since the Fund's use of United Nations agencies for programme execution had declined and modern information technologies offered access to technical information from a variety of sources, and furthermore since there had been a mainstreaming of ICPD+5 goals in the activities of other agencies, the resources associated with the TAP system could be put to better use by abolishing the system and transferring the TAP posts to the country offices. The speaker stated that in doing so, roughly speaking, each country office could be strengthened by having one or two additional posts. That would enable country offices to achieve more with regard to implementing the ICPD Programme of Action and ICPD+5 follow-up, including in the area of national capacity-building. The speaker stated that training was one of the most important aspects of national capacity-building and it entailed travel on the part of the CSTs. However, under the new TAP, mission time appeared to be more limited. The speaker urged the Executive Board to examine closely the TAP proposals and reiterated abolishing the system in favour of strengthening the country offices.

147. One delegation suggested another option for consideration by the Executive Board, noting that it would further emphasize national capacity-building and address the needs of countries for technical and strategic support. The representative proposed increasing the number of CST advisers while reducing

the number of TAS specialists assigned to United Nations agencies. Under the new option each specialized agency would have only one TAS specialist assigned to it - with possible exceptions allowing for more than one TAS specialist to be assigned to agencies such as WHO, while other agencies may not need any specialist - thereby reducing the number of posts by half - from 18 to 9 posts. The remaining 9 posts could be assigned to CSTs, thus increasing field presence while maintaining a more realistic budget. The representative added that she did not see the value added of TAS specialists having as a key function the synthesizing and dissemination of regional and international lessons learned and best practices to CSTs. She stated that that function could be best performed by UNFPA headquarters. She was pleased to note that the CSTs would have increased collaboration with the Global Initiative on Reproductive Health Commodity Management in the areas of capacity-building and logistics management. She hoped that skills in those areas would be important criteria in selecting specialists and that technical training and updates in logistics-management issues would be included for all specialists. The representative asked the CST Directors present what additional assistance would make their work easier, and also asked that updates on the use of the roster of consultants be provided in future reports to the Executive Board.

148. Another delegation, while noting that it attached importance to the multi-disciplinary TSS system and that the TAS specialists added value, encouraged UNFPA to analyse critically the implementation of the TAP throughout the new programme cycle. The speaker supported increased use of the Internet and observed that it would also be a cost saving. The speaker supported an amount of $95 million for the minimum size of the TAP. One delegation stated that the TSS system was important for implementing the Programme of Action of the ICPD and showed the linkages in such areas as population and development, reproductive health, human rights, youth, women, HIV/AIDS prevention. The representative underscored the uses of the TSS level of the system and noted that through the TSS specialists access was possible to the expertise of an entire agency. Additionally, through sharing that expertise the system offered continuity and cohesion. The TSS system also allowed for links to be made between various regional projects. He commended the system's links with NGOs and community organizations. He considered support for the system to be a very important investment in implementing the ICPD Programme of Action.

149. One delegation underscored that if any changes in the TSS system were proposed they should not interrupt the process of programme implementation and, furthermore, the technical specialists and expertise currently available in the system should be maintained to ensure effective interventions and well-rounded knowledge transfer. The speaker added that if any alternative proposals were taken on board, they should undergo evaluation and the Executive Board should be briefed after a period of one year on the effectiveness of existing arrangements in comparison with the new alternatives. Furthermore, it would need to be clearly demonstrated that an alternative reconfiguration would result in more effective backstopping. He pointed out that flexibility in managing team composition was necessary to deal with the dynamic evolution of country priorities. He stated that CSTs were the centre of the TSS arrangements and UNFPA should give priority attention to their future role within the United Nations reform process.

150. One delegation underscored that the TSS system provided critical technical assistance to programme countries. He noted with satisfaction the use of national experts and urged greater emphasis on using the roster of consultants to identify national experts. He also endorsed the proposal to increase the number of CST posts in Africa. Another delegation questioned how the specialized agencies considered the TAS specialists and suggested that the value of the system be reviewed. One delegation, speaking also on behalf of another delegation, asked if the CSTs had taken any steps to involve universities and to draw on the expertise available. Noting that an earlier evaluation had found insufficient integration of the TSS in the policy-making levels of the agencies, the speaker asked how that issue would be dealt with under the new TAP. She welcomed the Fund's intention to enhance the capacity of CSTs to support countries in their response to HIV/AIDS and asked how UNFPA planned to integrate HIV/AIDS aspects into the work of the CSTs.

151. One delegation, while fully accepting the need for a system that provided sustained, high-quality technical and strategic support to country programmes, wondered if the CSTs as currently composed were able to fulfil that function. The speaker agreed with the proposal of another delegation suggesting redeployment of the CSTs to country offices. She stated that the skills and competencies of CSTs should have both breadth and focus. She expressed concern regarding the TAS posts in the context of the relationship between the Fund's core business and TAS components and advised that UNFPA take a look at who its key allies and partners were in the system. She added that WHO had a key role to play in supporting the system. She welcomed the plans of the TAP to strengthen national capacity in the areas of reproductive health and logistics management, and commended the increased collaboration with UNAIDS. The speaker noted that the TAP had the potential for offering strategic guidance to country programmes, in addition to providing technical resources. She expressed an interest in knowing more about the system's indicators and logical framework (logframe). She stated that her delegation would support the TAP on an interim basis for two years in the expectation that the Fund would return to the Executive Board with a proposal that addressed the concerns that had been raised by the Board members.

152. One delegation stated that the new name, TAP, for the TSS system was useful as it reflected the changing process of providing technical assistance to programme countries, as well as the effort of the Fund to respond to changing needs. The speaker hoped that the CSTs would sharpen their focus in the important area of programmes. While noting that CSTs were supposed to provide technical assistance when expertise was not available in the country, he pointed out that country offices had deviated from that principle and sought CST assistance even when local expertise was available. He underscored that that was not conducive to national capacity-building.

153. One delegation noted that the report did not clearly address such issues as back-stopping of country programmes; state-of-the-art expertise; the UNFPA role in UNDAF and SWAps; and how to respond to the needs arising from the ICPD+5 review. The representative offered the following suggestions: priority should be given to meeting the needs of category A countries; the number of TSS specialists should remain 18 and the Population Division should continue to be included among the TSS specialized agencies; in line with the multi-year

planning, management and funding framework (MYFF), a monitoring system with clear indicators, including qualitative indicators, should be developed; there should be an examination of how capacity-building, networking and South-South cooperation was being facilitated by the TAP; the Fund should be requested to report to the Executive Board within one year on how the aforementioned issues were being addressed; and the TAP should be given a two-year approval and then reviewed again. With regard to the team that would serve the needs of countries with economies in transition, she stated that its composition and geographical location should reflect the needs of those countries. She added that the matter should be discussed by the Board.

154. One delegation stated that it would have liked to see more strategic options explored. She noted that there should have been a better analysis of the challenges and weaknesses that the system had grappled with. She observed that the report should have highlighted: the value added of the TSS system; the contribution of the system to national capacity-building in relation to South-South cooperation; the needs of countries as the first priority; assessment and monitoring of the system; and the correlation between the mandate of UNFPA and of its sister agencies. She also asked for an update on the composition and proposed location of the CST that would cover the countries with economies in transition.

155. Speaking on behalf of all the TSS partner agencies, the representative of the Food and Agriculture Organization of the United Nations (FAO), noted that since the time that the system had come into being it had undergone a series of changes, with the objective of strengthening the services offered to countries. The TSS system had matured into an efficient, effective and truly unique structure within the United Nations system for providing technical assistance to countries. Its positive results were demonstrated in the successfully completed initiatives and projects and in the effective involvement of all its tiers. Its decentralized organization, multi-disciplinary competence, and flexible and inter-institutional mode of operation enabled it to respond to the specific needs of each country in a timely, cost-effective and unique way. An important feature of the TSS system was that it was demand based. Through easy access to the technical, normative and operational know-how of the specialized agencies, the CST advisers and TSS specialists were able to provide high-quality inputs related to national capacity-building. The system demonstrated how the sum was indeed greater than its parts. Through its unique inter-agency collaboration, the TSS system maximized the contributions of each agency while diminishing duplication of efforts. The CSTs and the UNFPA Representatives were increasingly using the services of all the levels of the TSS system thereby enhancing the synergy of national capacity-building efforts in the field of population and development and sexual and reproductive health. Indeed, the TSS system could serve as a prototype for other such partnerships, both within and outside the United Nations system.

156. In her response, the Executive Director stated that the Fund was constantly engaged in reviewing and discussing system improvements. With regard to increasing the capacity of its partner agencies, she noted that UNFPA did seek to do that; however, some sister agencies tended to shy away from some of the sensitive population and reproductive health issues. She underscored that the experience with UNIFEM and UNAIDS had been very positive: UNFPA had pooled

its gender advisers with those of UNIFEM; and UNAIDS had provided a specialist to work with the CST based in Bangkok. She added that the CSTs had also worked jointly with UNICEF regional teams in such areas as maternal mortality and data systems. She noted that it was important for the TSS system to use available opportunities to add population elements in the country programmes of other agencies. She agreed on the need to refresh the skills of the advisers, including through regular contact and exchange with universities and academic institutions. She added that such skills enhancement and interaction opportunities should in fact be made available to all UNFPA staff but the limitations of time and money did not allow that. She noted that steady progress was being made with regard to results-based management and the development of indicators. She stated that in connection with ICPD+5 follow-up the Fund would be organizing a meeting of the inter-agency ACC Task Force on Basic Social Services for All.

157. In her response, the Deputy Executive Director (Programme) thanked the delegations for their constructive comments and suggestions. She fully concurred with the delegation that had underscored that any changes to the system should not interrupt activities at the country level. She agreed that there was a need for flexibility and pointed out that so far UNFPA had adjusted to changing needs of countries without interrupting ongoing activities. She added that the Fund had been adjusting posts biennially. Regarding the role of the system in the context of the United Nations reform process, she noted that when the CCA would precede the country programming process, all agencies would need to be closely engaged in the substantive analysis and discussion that would take place. Thus, the country offices would need to draw on the CST advisers for assistance in the substantive and technical areas of the CCA process. She hoped that with increased coverage of population issues within the CCA the country population assessment (CPA) exercise would not be required. Regarding the comment about declining programme execution by United Nations agencies, she pointed out that even with national execution there was a need to provide technical assistance. Indeed, a key purpose of the United Nations system was to provide technical assistance and the main component of that was technical advisory services. In that context it was important to have linkages with the specialized agencies so that the TSS system could draw on them to provide technical advice to countries. She noted that the issue of transferring more posts from the TSS system to the country level had been considered but it had been concluded that it would be a less effective way of providing technical advisory services. The costs would be higher and the continuity and wide range of specialist services would not be available. She underscored that the CSTs had already proved to be a means of strengthening country offices. She agreed with the delegation that had stressed the need to draw on national expertise and stated that national expertise had been the first port of call when technical assistance was sought. She concurred that building national capacity went well beyond use of the roster of consultants. Indeed, capacity was being strengthened, inter alia, through mentoring and training.

158. Concerning the comment on a lack of strategic options, she noted that the Fund had tried to explore strategic options and would continue to do so as it sought to strengthen the system, including through the reintroduction of backstopping by NGOs and the streamlining of functions for non-mission and mission time. She added that communications between the CST and TSS levels had

improved greatly. She stated that hiring was one area that needed strengthening. There was a need for greater efficiency in hiring so that vacancies did not exist for a long period. She pointed out that one extenuating fact was the lack of experts and specialists in the relevant areas - it was sometimes difficult to find the right talent for the post. She noted that compared to the initial years of the system, 1992-1993, the system today definitely added value and the evaluations that had been conducted also pointed to that fact. In response to the comment that there should have been more focus on country needs, she stated that the Fund had examined that area and learned that the needs were shifting and it was essential to remain flexible in responding to those evolving and shifting needs of programme countries. For example, the system was now focusing more on such areas as adolescents, HIV/AIDS, and logistics management.

159. She agreed that the specialized experts needed both breadth and focus. Besides being specialists they also needed to be generalists. With regard to the comment on the role of the Population Division, she said that it did not have the operational linkages required for backstopping the CSTs. However, UNFPA would continue to work with the Population Division in the areas of its strengths, for example, research. The Population Division would be a strong partner in the Fund's intercountry programme.

160. Regarding linkages with the MYFF, she noted that all aspects of the Fund's work would have those linkages and the MYFF should not be regarded as a separate exercise. She pointed out that at the country level the results-oriented focus had already permeated the country programmes, the CSTs and other exercises being undertaken. The Fund was endeavouring to develop indicators for the system to measure results. However, it was difficult to specify outcomes that resulted from the TSS system alone. She welcomed advice and guidance from the Board members in that regard.

161. With regard to meeting the challenge of integrating population issues in the policy-making level of partner agencies, she noted that that was under way as a specific result of TSS efforts and she illustrated that with the example of FAO. Concerning the integration of HIV/AIDS aspects, she underscored that all advisers, regardless of their specialization, had to be both aware of HIV/AIDS issues and able to provide information and guidance. A UNAIDS specialist had joined the CST based in Bangkok, and it was expected that additional specialists would be provided. With reference to South-South cooperation, she noted that it had been briefly mentioned in the report; however, the entire CST enterprise was South-South cooperation in action: there was sharing of experience and expertise among neighbouring countries and regions, as well as training, mentoring and skills transfer.

162. Regarding the team to cover the countries with economies in transition, she stated that the location had not yet been decided. However, the location would have to be convenient in terms of travel and it would also have to be cost-effective. At the same time, the location should be one where other relevant agencies were also present.

163. She noted that the system expected to have increased involvement in SWAps. She added that there was also a clearer understanding among the World Bank, the

bilateral agencies and programme countries that reproductive health issues belonged in SWAps. The Fund was seeking to better equip the advisers for that role, including through joint training with the World Bank staff.

164. The Director of the CST based in Addis Ababa, stated that one of the most exciting aspects of the work of the CSTs was to see the improvements at the national level in the implementation of country programmes. She pointed out that there was clear evidence of national capacity-building, for example, in the early years of the TSS system, the CSTs were primarily a "fire-fighting" team called in to write programmes and projects; however, over time progress had been achieved and countries were now able to prepare their own programmes and projects and CSTs were utilized mainly to provide more focused technical assistance. She noted that in the area of training three main modalities had contributed to national capacity-building: informal transfer of skills to national counterparts; formal training in reproductive health, including such areas as needs assessment, strategy development, logistics management, materials production, information, education and communication (IEC) and management information systems; and subregional training to encourage exchange and cross-fertilization of experience through interaction with colleagues from other regions. She added that the CST based in Addis Ababa had done a great deal of work with regional institutions, including in the area of advocacy, and had trained the staff of the Organization of African Unity and the Economic Commission for Africa. With regard to performance enhancement, she noted that CSTs should have an increased role in the technical monitoring of country programmes and assessment of institutional capacity. In addition, at the regional level, a more formal relationship with other organizations, for example, the Population Council and the International Planned Parenthood Federation, would be useful and would enable more coherent programmes. She noted that in the long run the CSTs should become centres of excellence and observed that they needed help to achieve that aim.

165. The Director of the CST based in Harare, noted that the experience of the CST in Addis Ababa was not an aberration, similar contributions to national capacity-building had also been achieved by the CST in Harare. He stated that there was a focus on providing formal training in such areas as logistics management, management information systems, operations research, IEC and curriculum development. Furthermore, mentoring and transfer of skills during missions was very important and integral to the mission. The CST advisers paid specific attention to ensuring that there was on-the-job skills transfer to national counterparts in whatever task was undertaken, be it monitoring, evaluation or strategy development. Regarding HIV/AIDS, he noted that it was the principal challenge confronting southern Africa and cut across all disciplines and hence a multi-disciplinary approach was required to meet the challenge. With regard to constraints, he observed that the long vacancy period in filling posts hampered the work of the teams and he urged countries to propose strong candidates whenever posts became vacant. He added that the CST advisers needed to spend more time at their respective base in order to solidify country experiences and to interact with and learn from one another. He noted that lack of time was a constraint. He stated that with the increased participation of CSTs in SWAps there would be a further broadening of experience and reach.

166. The Executive Board adopted the following decision:

99/19. UNFPA: Technical Advisory Programme, 2000-2003

The Executive Board

1. Takes note on the report of the Technical Advisory Programme, 2000-2003 of the United Nations Population Fund as contained in document DP/FPA/1999/12;

2. Supports the increased emphasis on national capacity-building under the Technical Advisory Programme;

3. Expresses concern that the report does not fully respond to decision 98/6 in providing a detailed strategic analysis of options for ensuring that UNFPA country programmes receive high-quality technical and strategic support;

4. Also expresses concern that the report does not adequately describe the value added by the technical advisory services arrangements to the overall work of UNFPA;

5. Further expresses concern about the high cost of the arrangements proposed;

6. Endorses the proposals contained in paragraphs 30 to 51 of the report on a two-year interim basis only;

7. Authorizes the Executive Director to commit an amount of $56.5 million over the two-year period 2000-2001 to implement the Technical Advisory Programme arrangements, with $47.5 million being made available from regular resources, and $9 million from multi-bilateral and/or other resources, including regular resources, should income levels increase;

8. Requests the Executive Director in implementing the Technical Advisory Programme, to:

(a) Give due priority to category A countries;

(b) Base the implementation on an analysis of programme country needs in terms of access to local expertise;

(c) Not interrupt ongoing programmes;

9. Also requests the Executive Director to submit a report to the Executive Board at its third regular session 2000 on the progress made in implementing the Technical Advisory Programme arrangements. The report should include, inter alia:

(a) An analysis of programme country technical and strategic support needs and how these needs are being met by the function and composition of the country support teams and technical advisory services, with particular emphasis

on ICPD follow-up, United Nations Development Assistance Framework requirements, and sector development programmes;

(b) An explanation of how the Technical Advisory Programme is being monitored, particularly within the context of the multi-year funding framework;

(c) A description of how national and regional expertise on national capacity-building and networking within the Technical Advisory Programme is being utilized;

10. Further requests the Executive Director to submit a report for approval by the Executive Board at its third regular session 2001 on further options that will ensure that UNFPA country programmes receive the strategic and technical assistance they need. In doing so, the report should:

(a) Set out the rationale and guidelines for the proposed arrangements, which should include an assessment of country and regional needs for technical assistance and strategic guidance;

(b) Provide clear justification for continued support, deployment, and strategic utilization of the technical advisory services arrangements with United Nations agencies, taking into account comments made by members of the Executive Board under this agenda item;

(c) Describe how the preferred option will facilitate closer linkages, better collaboration, and greater coherency with other United Nations agencies, especially among those agencies with a particular role to ensure ICPD goals and objectives and ICPD+5 key actions are achieved;

(d) Explain how the preferred option will best enable UNFPA to strengthen in-country activities and play a more effective strategic role in championing reproductive health and other ICPD goals and objectives;

(e) Include a costed analysis of alternative options for providing support to country programmes;

(f) Describe the institutional, reporting and management arrangements for the preferred option and methods by which it will be monitored and evaluated;

(g) Describe the use of the roster of consultants for the country support teams to determine if and how this tool is being utilized;

(h) Examine new opportunities for using regional and national consultants and South-South cooperation in promoting national capacity;

(i) Describe the value added of the Technical Advisory Programme to the overall work of UNFPA;

11. Requests the Executive Director to elaborate further on the proposal to establish a country support team office to cover the countries with economies

in transition and to provide information on the recommended arrangements for approval by the Executive Board at its first regular session 2000.

17 September 1999

VIII. COUNTRY PROGRAMMES AND RELATED MATTERS

167. The Executive Board had before it the following eight proposed country programmes and one proposed country programme extension: Assistance to the Government of Azerbaijan (DP/FPA/AZE/1); Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1); Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1); Assistance to the Government of Pakistan (DP/FPA/PAK/6); Assistance to the Government of the Philippines (DP/FPA/PHL/5); Assistance to the Government of Tajikistan (DP/FPA/TJK/1); Assistance to the Government of Turkmenistan (DP/FPA/TKM/1); Assistance to the Government of Uzbekistan (DP/FPA/UZB/1); and the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1). Since no requests for a separate discussion had been received, and in accordance with decision 97/12, the Board approved without discussion the following country programmes and one extension of a country programme: Assistance to the Government of Azerbaijan (DP/FPA/AZE/1); Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1); Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1); Assistance to the Government of Pakistan (DP/FPA/ PAK/6); Assistance to the Government of the Philippines (DP/FPA/PHL/5); Assistance to the Government of Tajikistan (DP/FPA/TJK/1); Assistance to the Government of Turkmenistan (DP/FPA/TKM/1); Assistance to the Government of Uzbekistan (DP/FPA/UZB/1); and the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1). Following the approval, the floor was opened for a general discussion.

168. During the discussion a few delegations made general comments on the programming procedures while some other delegations focused their comments on specific country programmes. The delegations of Kazakhstan, Pakistan, the Philippines and Turkmenistan took the floor to express their appreciation for the approval of the country programmes and to underscore the important contribution UNFPA had made in their countries. They also stressed the need to increase resources for UNFPA programmes.

169. One delegation, offering feedback on the programming process with a view to strengthening arrangements for engaging and informing donor stakeholders, noted that there was scope to fine-tune the Country Population Assessment (CPA) recommendation mechanism in anticipation of the Executive Board's review of that new process at the annual session in 2000. The speaker stated that it would be useful for decentralized donor agencies like her own to be as helpful as possible in working with UNFPA prior to the country programme proposals reaching the Board. She thanked the office of the Deputy Executive Director (Programme) for regularly sending the details and dates of the CPA missions. Indeed, the speaker's agency had participated in such missions in Central Asia. With regard to the output of the CPA, the speaker asked whether the CPA paper was intended to serve both as a country situation analysis and as the Fund's main programme concept note. She also asked if a template existed prescribing the key elements

of the CPA reports and whether it could be shared with the country advisers of donor agencies so as to ensure that they framed their inputs to the CPA document in the right way and at the right time. The delegate asked if it would be possible to make the CPA documents available to interested Board members, at both their central and field levels, via the Internet. That would also help to facilitate consultations with Board members with an interest in the CPA process but no presence in the field. The delegate inquired about the extent of the development of subprogrammes and indicators before the programmes reached the Board.

170. Another delegation noted that since the country programmes were the core business of the Fund's work, they were very important to the work of the Executive Board. However, the Board's 1997 decision on the UNFPA programming process had lessened rather than increased the Board's involvement in the programming process. The CPA exercise now stretched over a year and it was less possible for some donors to use consultants to participate in it. The speaker noted that the Board should keep its role in mind when reviewing the programming process at the annual session in 2000.

171. With regard to the Kazakhstan country programme, one delegation, while agreeing with the proposed reform activities, noted that training should not be done via a separate vertical programme. All training should be coordinated with existing postgraduate and medical school in-service and pre-service programmes. Also, given the pool of existing medical workers, UNFPA should consider using existing staff to perform the dual job of promoting reforms while at the same time promoting reproductive health care. The speaker added that if it was necessary to recruit non-medical workers, then it would be best to affiliate them with a family group practice, thus creating an integrated system. The speaker stated that the suggestion was also relevant for the Kyrgyzstan country programme. The speaker requested further information regarding the development of a logistics management system mentioned in the document (DP/FPA/KAZ/1).

172. The Permanent Representative of Kazakhstan to the United Nations expressed her Government's sincere gratitude to the Executive Board for the approval of the UNFPA-supported programme of assistance to the Government of Kazakhstan. She noted that the financial and technical assistance provided by UNFPA to Kazakhstan had made many concrete contributions to the improvement of the situation in such critically important areas as women's reproductive health, family planning and early pregnancy detection. She expressed appreciation for the Fund's efforts to improve the demographic situation in Kazakhstan. She observed that the UNFPA-supported country programme would be particularly valuable because it had been formulated in line with the social priorities of the Strategy for the Development of Kazakhstan up to the year 2030. Those priorities focused on the prosperity and welfare of the people, protection of children and women and the improvement of the environment. She noted with satisfaction that UNFPA, within the framework of the country programme, intended to assist the Government of Kazakhstan in providing reproductive health care in the Semipalatinsk region and the Aral Sea basin, where there had been a serious deterioration of the environment. She thanked the Executive Director for her personal attention to and support of the Tokyo International Conference on Semipalatinsk, held on 6 and 7 September 1999. She concluded by emphasizing the need to ensure that resources allocated to UNFPA programmes did not decline and

expressed the hope that the international community would provide further support for the rehabilitation of the Semipalatinsk region.

173. With regard to the Pakistan country programme, one delegation stated that the output of the CPA could have been more explicit about the proposed rationale and strategic direction of the programme. The speaker welcomed the references in the programme document to working with other donors and United Nations agencies in the area of reproductive health and requested further details on how that would take place. The speaker inquired about the expected outputs under the population and development strategies subprogramme and asked how programme impact would be measured. The representative asked if a logical framework (logframe) had been developed for the programme. One delegation, speaking also on behalf of another delegation, noted that it would have preferred the use of more recent statistical data. While welcoming the commitment of the Government of Pakistan to the implementation of the country programme, the speaker stated that a necessary guarantee of success would require that the Government increase its share of expenditure on the social sector, which was currently estimated to be 3 per cent of the gross national product. Referring to the actions mentioned in paragraphs 24 and 26 of the document (DP/FPA/PAK/6), she requested further details on the relevance of the actions, particularly with regard to the strengthening of the Census Commission. She asked how UNFPA proposed to reach youth and adolescents and also inquired about the performance of the Technical Support Unit (TSU). With regard to the NGO umbrella mechanism, she requested an update and asked if the donor task force had provided inputs for the development of the Pakistan country programme. She also asked if indicators had been developed to measure results and how the Task Force would monitor the programme on an ongoing basis. Another delegation, while noting its support for the Pakistan country programme's emphasis on implementing the ICPD agenda, observed that the increase in support to civil society organizations through a genuine community-based participatory process, referred to in paragraph 14 of the document (DP/FPA/PAK/6), did not come across clearly in the proposed programme. The speaker stated that while the programme called for training community-based workers and improving the referral system for obstetric care, there was no mention of promoting skilled, i.e., medically trained, attendance, as called for by the 1997 Safe Motherhood consultation in Colombo, Sri Lanka.

174. The representative of Pakistan expressed her gratitude to the Executive Director for the sixth country programme which sought to assist the Government of Pakistan in achieving its objectives in the area of population and development. She also thanked the UNFPA Representative in Pakistan for his efforts. She noted that UNFPA support to two outreach schemes, the Lady Health Workers scheme and the Village-based Family Health Workers scheme, had been a key factor in improving the quality of and increased access to reproductive health/family planning services. The demographic dynamics in Pakistan had begun to change: the contraceptive prevalence rate had increased to 27 per cent and the annual population growth rate had declined to 2.3 per cent. There had been a significant shift in the population policy since the ICPD. Under the Ninth Five-Year Plan (1998-2003) a comprehensive reproductive health package was proposed for both rural and urban areas and the Government had earmarked 36.57 billion Pakistan rupees for population and development activities as compared to 19.49 billion Pakistan rupees under the Eighth Five-Year Plan. In the field of gender equity and equality, as a follow-up to the Fourth World

Conference on Women, a National Plan of Action (NPA) for women had been launched in August 1998. The NPA highlighted the strategies for the political, economic and social empowerment of women and for the promotion of their rights within the wider context of human rights. UNFPA was spearheading an initiative of the UNDG to coordinate the implementation of the NPA. Despite difficult economic conditions, under the Ninth Plan the total allocation for the social sector would be around 500 billion Pakistan rupees, of which 250 billion Pakistan rupees would be spent on women and development. However, the constraints to achieving reproductive health for all were enormous and a substantial increase in external support would be required to maintain the momentum generated in the field of reproductive health and population welfare.

175. Noting that according to the latest census data the annual population growth rate was 2.3 per cent and not 2.77 per cent as indicated in the document (DP/FPA/PAK/6), the representative asked that a correction be made. She thanked UNFPA for its support for the census, which had been a major exercise. In response to comments made by other delegations, she assured the Board that the Government of Pakistan was committed to the partnership with non-governmental organizations (NGOs) and civil society, including the delivery of reproductive health services through NGOs. It was currently reassessing the best possible mechanism for channelling support to NGOs in a transparent and cost-effective manner. She added that the number of NGOs in the population and development field had increased from 121 in 1994 to 171 in 1998. The Government of Pakistan had dealt with NGOs through an autonomous NGO umbrella organization, the National Trust for Population Welfare (NATPOW). Based on the Fund's and the European Union's assessment of NATPOW, the Government was currently carrying out an in-depth assessment to seek workable alternatives. With regard to the comment on early age at marriage, she pointed out that social change did not occur overnight. Furthermore, it required strong advocacy. She noted that the sixth country programme included a subprogramme on advocacy.

176. With reference to the Philippines country programme, one delegation stated that impact and sustainability were two key issues confronting the National Family Planning and Health Programme. The modern methods contraceptive prevalence rate in the Philippines was the lowest in South-East Asia and even after 30 years of donor funding, donors still accounted for more than 90 per cent of the total funding for family planning. The representative asked UNFPA to elaborate on how the proposed country programme would explicitly take into account the objectives and approaches articulated in the Department of Health's Family Health Framework. The three principal thrusts described in the Framework included: an integrated package of family planning and health services, particularly directed to the poor; advocacy and information, education and communication (IEC) campaigns that were decentralized and relevant to the people's needs; and greater self-reliance on the private sector to improve access to and increased use of modern contraceptive methods.

177. The representative of the Philippines expressed his Government's satisfaction with the population and development activities undertaken in the Philippines under the leadership of UNFPA. He expressed gratitude for the support provided by UNFPA over a period of three decades. He also thanked the donor community for supporting UNFPA activities and, in particular, thanked the Governments of the Netherlands and Spain for the multi-bilateral funding

provided under the current country programme. He noted that his Government was fully committed to implementing the ICPD Programme of Action and to following up on ICPD+5. Urging the donor community to reverse the trend in the decline of resources for development cooperation, he called on them to improve their performance in reaching the estimated levels of required international assistance as set out in the ICPD Programme of Action. With regard to the multi-year planning, management and funding framework, he stated that it should not take a winding excursion that nullified its simple objective of facilitating the provision of continuous, stable and predictable resources for development. With regard to the programming procedures, he underscored that there should be a synchronization of the points raised in discussions at the Executive Board and those raised in consultations at the country level. He cautioned that there should be no resulting delay in programme implementation. He added that as was clearly noted in paragraph 2 of the document (DP/FPA/PHL/5), the formulation of the Philippines country programme had been the result of close consultations at the country level among governmental, non-governmental, United Nations and donor organizations. He noted that like most developing countries, the needs of the Philippines were great and the country was trying its best to meet those needs despite serious constraints. With regard to attaining self-sufficiency in the area of modern contraceptive commodities, he drew attention to paragraph 26 of the document, which referred to the Contraceptive Independence Initiative that was currently being considered by the Government and donors. The initiative would seek to mobilize the private sector and the community using a social marketing approach. In noting that developing countries assigned a high premium to a global partnership that directly related to their development, the speaker pointed out that their development was the development of all - for as they grew so, too, did their ability to absorb goods, services and capital beyond their shores.

178. With regard to the country programme for Turkmenistan, one delegation was pleased to note the range of the Fund's activities and the active support of NGOs and the information, education and communication media programme. However, given that voluntary family planning services were currently not widely available, the speaker urged UNFPA to give high priority to increasing public awareness and government support in order to improve access to voluntary family planning services, especially for birth spacing. The speaker added that UNFPA should also explore opportunities for the social marketing of contraceptives, consistent with Turkmenistan's cultural perspectives regarding birth spacing.

179. The Permanent Representative of Turkmenistan to the United Nations expressed her thanks to the Executive Board for the approval of the programme of assistance to Turkmenistan and to UNFPA for the attention and support given to her region and her country. She stated that the UNFPA-supported country programme had been formulated in close cooperation with the Government of Turkmenistan. She commended the technical and financial assistance provided by the Fund, including in such key areas as reproductive health care and the population census. She drew attention to the acute problems faced by her country in the area of reproductive health and maternal and child health care, particularly with regard to maternal and infant mortality. She was pleased to note that for the first time individual country programmes had been designed for the six Central Asian Republics. She observed that while a number of issues could be resolved on a regional basis, individual country programmes enabled

closer cooperation with governmental programmes and produced more effective solutions to the particular problems of each individual country. She emphasized that without resources the country programme could not be implemented. While thanking donor countries for their support, she called on them and the financial institutions to continue their support to the work of UNFPA. She assured the Executive Board that the Government of Turkmenistan would assist UNFPA in achieving the common goals of the country programme.

180. In her response, the Deputy Executive Director (Programme) thanked the delegations for their useful comments on the Fund's programming process and procedures and noted that they would help UNFPA in its review of the programming process. She observed that following the Board's 1997 decision, UNFPA had streamlined its programming procedures and developed new guidelines for the CPA process. The Fund would be pleased to make those guidelines available to interested members of the Board. She confirmed that the CPA exercise required that the country office should involve United Nations system partners, donor agencies and States members of the Executive Board in various stages of the CPA process. That was indeed the case in many countries. She added that UNFPA endeavoured to provide information early in the year on the upcoming CPA exercises so that interested Governments could ask for the CPA recommendations and/or indicate their interest in participating more actively in any stage of the exercise. She noted that several Governments, especially those of donor countries, had participated in the CPA exercises. She underscored that UNFPA appreciated such participation and observed that even under the new programming process opportunities clearly existed for consultants from donor agencies to participate in various phases of the process. Regarding the query on whether the CPA was a situation analysis, she stated that it was a situation analysis and more; however, it was not the UNFPA programme. The components of the CPA recommendations included the country's primary needs, priorities and strategic actions in the area of population, reproductive health and gender, and drew upon the United Nations Development Assistance Framework (UNDAF) as appropriate. The CPA also provided an assessment of the areas in which population-related investments could make the most significant contribution to the country's development; identified existing and required technical and financial resources; and included recommendations for sharpening the country's national population and development strategy. The intention was that the CPA should serve an audience broader than just UNFPA. Given the more frequent development of UNDAFs and Common Country Assessments (CCAs), it was hoped that the CPA would be subsumed under the CCA process. The Deputy Executive Director noted that UNFPA would look into the possibility of making the CPA reports available via the Internet. She reiterated that the Fund welcomed any further suggestions the Board members may wish to offer with regard to the review of the programming process.

181. The Director, Asia and the Pacific Division (APD), thanked the Executive Board members for the approval of the country programmes and noted that comments made by delegations would be shared with the UNFPA country offices so that they could be accommodated in the operationalization and implementation of projects. With respect to the comments made by one delegation on the Kazakhstan and Kyrgyzstan country programmes, she confirmed that both programmes took into account programme integration; programme sustainability; and commodity management/contraceptive security. Regarding the Kazakhstan country programme,

she noted that the activities referred to in paragraphs 22 and 23 of the document (DP/FPA/KAZ/1) were key to achieving the three outputs of the reproductive health subprogramme. UNFPA agreed that the creation of a separate vertical programme of reproductive health centres and related training facilities should be avoided and would, therefore, pursue integration of reproductive health services and training in the reformed primary health care system of family doctor group practices. The training provided would focus on nurses, midwives and general practitioners but would also include non-medical community workers in order to strengthen the outreach capacity of the primary health care system. UNFPA would also focus attention on the sustainability of community-based services and seek to ensure the necessary affiliation with family doctor group practices. She added that UNFPA recognized that collaboration with other donors was necessary for developing an efficient logistics management system for distribution of contraceptive commodities and basic public sector drugs. The country programme was designed to facilitate such collaboration. She observed that UNFPA had already undertaken contraceptive requirement studies in Kazakhstan and Uzbekistan.

182. With regard to the programme in Turkmenistan, the Director, APD, noted that UNFPA enjoyed good collaboration with other donors, including the United States Agency for International Development. Voluntary family planning and the enhancement of contraceptive choice would receive particular attention under the new programme. She welcomed the suggestion regarding social marketing and noted that the programme would seek to explore those possibilities, including by using the Youth Union and the Women's Association to launch social marketing activities. She noted that the reproductive health subprogramme attached importance to attaining community outreach through the involvement of NGOs. The advocacy subprogramme would, inter alia, focus on gaining the support of policy makers and opinion leaders. The Director thanked the Permanent Representatives of Kazakhstan and Turkmenistan for their interventions and for their emphasis on the need to increase resources for UNFPA programmes. She noted that in addition to the individual country programmes it would also be possible to undertake regional and subregional programmes if resources were forthcoming. She underscored the deep commitment of the Governments in the Central Asian Republics and noted that their collaboration and that of the donor community had been instrumental in the formulation of the six country programmes approved by the Executive Board. She also expressed her appreciation for the input provided by the UNFPA Country Support Team for Central and South Asia without whose contribution the programmes could not have been prepared in a timely manner. She added that two UNFPA publications focusing on a programme review and country profiles of Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan and Uzbekistan had been provided for Board members and were available at the back of the conference room.

183. With regard to the Philippines, she noted that UNFPA agreed with the delegation that had pointed out that impact and sustainability were two major challenges faced by the national programme. She observed that in donor coordination meetings chaired by UNFPA that issue had been raised over the last few years. Also, UNFPA sought to address the issue on all possible occasions. She confirmed that the country programme had been formulated on the basis of close consultations with the Government, donors, and civil society, including

NGOs. She noted that the advocacy campaign would be carried out using the Government's decentralized approach.

184. The UNFPA Representative in Pakistan thanked the Executive Board for approving the Pakistan country programme and for the valuable comments made by various delegations. He noted that UNFPA had been an active member of Pakistan's Social Action Programme (SAP). In formulating the country programme, UNFPA had factored in the priorities of the SAP. With regard to the CPA, he observed that UNFPA had collaborated closely with a number of donors, particularly those who were members of the Task Force on Donor Coordination, including the Asian Development Bank, Canada, Germany, the European Union, Japan, the Netherlands, the United Kingdom and the World Bank. He added that two national consultation workshops had been held in 1998 in October and November and had involved federal and provincial departments, donor and United Nations agencies. UNFPA had also sought comments/input from a range of development partners in the country and had incorporated them in the CPA document. The country programme built on the rationale that the country was ready to make a jump-start in terms of raising awareness and meeting unmet needs through increasing access to and the quality of reproductive health information and services.

185. With regard to the query on youth and adolescents, he stated that two thirds of Pakistan's population was under the age of 25 and their reproductive health needs had been largely neglected under the previous country programme. He noted that under the new programme those needs would be addressed including through the provision of guidance and counselling services to youth and adolescents. The programme would employ a two-pronged approach using both the schools and the community to reach, respectively, in-school and out-of-school youth and adolescents. He observed that out-of-wedlock pregnancies did not constitute a significant proportion in Pakistan. Referring to the activities to be undertaken under the population and development strategies subprogramme, he noted that the 1998 census was the first to be undertaken after a period of 17 years. So far the census data analysis had been done only at a general level and more in-depth analysis was required so that trends and determinants could be assessed and the analysis could be used to inform policy. UNFPA had agreed with the Task Force on Donor Coordination to work in that area and would collaborate with the United Kingdom Department for International Development, including in strengthening the Census Commission.

186. Concerning the statistical data in the document (DP/FPA/PAK/6), the UNFPA Representative pointed out that as indicated in the footnotes, the data in the demographic fact sheet were drawn from United Nations sources while the data in the text of the document were drawn from Government of Pakistan sources. In responding to a query on the development of the subprogrammes, he noted that following the approval by the Executive Board, work would be initiated to flesh out the country programme into an operational framework including development of the subprogrammes with well-defined outputs, indicators and means of verification of the indicators. The country programme had made provision for strengthened monitoring and supervision with a view to improving programme outputs. With regard to the Technical Support Unit, he noted that there was a need in the country to strengthen technical inputs and technical capacity and the TSU was a mechanism to provide technical advisory services to both governmental and non-governmental users. The TSU had been operationalized in

March 1999 and currently it was too early to give a firm view on its functioning. However, the early indications were very encouraging. The TSU, in consultation with the Government and donors, had finalized its work plan and one of its activities was to operationalize the SAP in collaboration with other SAP partners. With regard to NGOs, he stated that the country programme would support activities aimed at strengthening the skills of non-governmental health service providers. In particular, support would be provided to NGOs working in the areas of reproductive health and gender equity and equality. He added that the Government was also interested in increasing the use of NGOs to execute projects. He referred to the NATPOW assessment that was under way and to discussions among the Government and NGOs to seek out a transparent, cost-effective and accountable mechanism for channelling support to NGOs in complementarity with government priorities, including those identified in the SAP.

IX. OTHER MATTERS

Joint United Nations Programme on HIV/AIDS

187. The representative of the Joint United Nations Programme on HIV/AIDS (UNAIDS), Liaison Office in New York, reported orally on the activities of UNAIDS in 1998 as they related to UNDP and UNFPA. He noted that UNAIDS placed a high value on its collaboration with UNDP and UNFPA, which as two of the seven co-sponsors, played a vital role in the joint efforts against HIV/AIDS.

188. With an estimated 5.8 million new infections in 1998, the total number of people living with HIV/AIDS worldwide had grown to 33.4 million in 1998, a 10 per cent increase over 1997. The social and economic dimensions of the epidemic were increasingly evident, with 95 per cent of all HIV-infected people living in developing countries. Two recent national human development reports, on Namibia and South Africa, examined the critical relationship between development and HIV/AIDS. The annual report by UNFPA entitled AIDS Update, published every year since 1991, was also recognized as a significant contribution.

189. A major rationale for the creation of UNAIDS had been the urgent need for a more coherent and intensified United Nations system response to the epidemic. During the past three years, coordination had moved well beyond the talking stage and the first unified HIV/AIDS work plan and budget for the UNAIDS secretariat and the seven co-sponsors had been approved.

190. Challenges remained massive, however, and required continued efforts and commitment over the long term, particularly in Africa. HIV/AIDS was now the number one overall cause of death in Africa, and 70 per cent of current global infections were found in that continent. Nine million Africans had already died of AIDS and over 22 million were currently living with HIV. In January 1999, the UNAIDS co-sponsors and secretariat had launched a new International Partnership Against AIDS in Africa, aimed at intensifying HIV/AIDS activities in the region. The new Partnership had been strongly endorsed at the latest meeting of the UNAIDS Programme Coordinating Board, by the Council of Ministers of the Organization of African Unity and by the Economic and Social Council in

1999. All co-sponsors were developing complementary HIV/AIDS strategies for Africa as a response to the Partnership.

191. Other areas of collaboration included the close work with UNDP and UNFPA on the follow-up to the World Summit on Social Development and the Fourth World Conference on Women.

192. Improvements had been seen at the country level in United Nations system coordination and support for the national response to the AIDS epidemic. The United Nations currently had 132 theme groups on HIV/AIDS, covering over 150 countries. Among the theme group Chairs, 31 were from UNDP and 13 from UNFPA. Another important role for UNDP related to its responsibility for managing the resident coordinator system. The resident coordinator was responsible and accountable for the effective functioning of the theme groups. A letter from the Administrator dated 1 September 1999 to all United Nations resident coordinators had reaffirmed the recognition and support of UNDP for the principles governing cooperation with UNAIDS at the country level.

193. The representative of UNAIDS brought to the attention of the Board two provisions of resolution 1999/36 adopted by the Economic and Social Council in July 1999. In one the Economic and Social Council requested UNAIDS to transmit, both to the Council and the governing bodies of its co-sponsors, the conclusions and recommendations of the meetings of the Committee of Co-Sponsoring Organizations and its Programme Coordinating Board. Secondly, the Economic and Social Council had requested that the co-sponsors and other organizations of the United Nations system submit to their governing bodies their proposed contribution to the United Nations system strategic plan for HIV/AIDS for the period 2001-2005.

194. The representative expressed the sincere appreciation of UNAIDS to UNDP and UNFPA for their deep commitment to HIV/AIDS issues, and for their support in working towards a concerted worldwide response to the AIDS epidemic. He requested, on behalf of UNAIDS, that the Board support increased and better-coordinated efforts by the co-sponsors and the UNAIDS secretariat on integrated HIV/AIDS planning at the country, regional and global levels, particularly in the context of the Africa Partnership. The Executive Board was also requested to support expanded efforts in the areas of HIV and development, and reproductive health and HIV, including the allocation of more resources in those areas.

195. Two delegations expressed their appreciation for the work of UNAIDS. Interventions in Africa were seen as particularly important, as the impact on that continent was very serious. One delegation underlined the need for concerted action at the country level, through the acceleration and expansion of country programmes to increase resources and delivery. In that regard, UNAIDS needed the full support of its co-sponsors at the country level. The role of the resident coordinator was critical in gaining effective joint action by the co-sponsors. Theme groups needed to be broadened with host country Governments taking a leadership role. It was noted that the distribution of condoms had been inadequate in many countries, an issue that UNFPA was requested to address. Another delegation requested an update on activities of the International Partnership Against AIDS in Africa.

196. The representative of UNAIDS agreed that the full commitment of the co-sponsors to effective theme groups at the country level was necessary. He hoped that the theme groups could be expanded to include national Governments, bilateral organizations, non-governmental organizations, and associations of people living with AIDS, and noted that in several cases, that had already occurred. There had been consultations in 20 countries regarding the International Partnership Against AIDS in Africa, including at the head of State and ministerial levels. A cooperation agreement between UNAIDS and the Organization of African Unity was signed on 17 September 1999. A major meeting was expected in late-1999 with all involved groups on the Partnership.

197. The Chief of the Technical Branch, Technical and Policy Division, UNFPA, noted that UNFPA worked closely with UNAIDS, especially through the Global Initiative on Reproductive Health Commodity Management, to strengthen national capacity on condom requirements and logistics management, to improve the timely availability of quality male and female condoms. UNFPA's country support teams would also be strengthened in partnership with UNAIDS to provide additional technical assistance in those areas.

198. The Executive Board took note of the oral progress report on UNAIDS activities in 1998 as they related to UNDP and UNFPA.

Closing remarks

199. The Associate Administrator, on behalf of the Administrator and the Executive Director, expressed appreciation for the Board's work during the current session, in particular with regard to the decisions on the UNDP MYFF and the budgets for 2000-2001 for UNDP, UNFPA and UNOPS. He then said farewell to the outgoing members leaving the Board at the end of 1999: Antigua and Barbuda, Austria, Canada, Denmark, Guinea, the Libyan Arab Jamahiriya, Pakistan, Spain, Thailand and the United Kingdom. He also thanked the members of the Bureau for the important work they had done during the year: H. E. Mr. Asda Jayanama (Thailand), Ms. Jana Simonova (Czech Republic), H. E. Mr. John Ashe (Antigua and Barbuda), Ms. Anne Barrington (Ireland) and Mr. Kwabena Osei-Danquah (Ghana). He noted that several focal points would be leaving before the next session: Ms. Arunrung Phothong (Thailand), Mr. Hicham Hamdan (Lebanon), Ms. Alison Blackbourne (United Kingdom), Mr. Alan March (Australia), and Mr. Dino Beti (Switzerland). He thanked them for their important contributions to the work of the Board.

200. The Vice President, Mr. Kwabena Osei-Danquah (Ghana), on behalf of the Board, thanked the officials of UNDP and UNFPA for their effective work in spite of declining resources. He also cited the excellent work of the Board, which had earned great respect within the United Nations.

201. The Executive Board concluded its work by adopting the following decision:

99/25. Overview of decisions adopted by the Executive Board at its third regular session 1999

The Executive Board

Recalls that during the third regular session 1999 it:

ITEM 1: ORGANIZATIONAL MATTERS

Approved the agenda and work plan for its third regular session 1999 (DP/1999/L.4), as orally amended;

Approved the report on the second regular session 1999 (DP/1999/13);

Agreed to the following schedule of sessions of the Executive Board in the year 2000, subject to the approval of the Committee on Conferences:

First regular session 2000:	24-28 January 2000 and 31 January 2000 (Joint session with the UNICEF Executive Board)
Second regular session 2000:	3-7 April 2000
Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	11-15 September 2000

Agreed to the preliminary list of items to be discussed at the first regular session 2000 of the Executive Board, as contained in the annex to the present decision;

Agreed to the list of items for 2000 (DP/1999/CRP.11) to be included in the draft work plan for 2000;

UNDP SEGMENT

ITEM 2: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/23 of 17 September 1999 on the UNDP multi-year funding framework 2000-2003 and budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP budget estimates for the biennium 2000-2001 (DP/1999/33);

Took note of the annual review of the financial situation 1998, including detailed statistical information (DP/1999/32 and Add.1);

Took note of the annual statistical report 1998, including procurement of goods and services (DP/1999/34);

Took note of the report on information on United Nations system technical cooperation expenditure 1998, including the statistical annex (DP/1999/35 and Add.1);

Adopted decision 99/20 of 17 September 1999 on the United Nations Revolving Fund for Natural Resources Exploration;

ITEMS 2 AND 6: FUNDING SITUATION OF UNDP AND UNFPA

Adopted decision 99/24 of 17 September 1999 on the funding situation of UNDP and UNFPA;

ITEM 3: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Took note of the note by the Administrator on assistance to the Democratic Republic of the Congo (DP/1999/36) and authorized the Administrator to continue to approve assistance to the Democratic Republic of the Congo on a project-by-project basis;

Approved the following country cooperation frameworks:

First country cooperation framework for the Central African Republic (DP/CCF/CAF/1 and Corr.1);

First country cooperation framework for Antigua and Barbuda (DP/CCF/ANT/1);

First country cooperation framework for Ecuador (DP/CCF/ECU/1);

First country cooperation framework for Haiti (DP/CCF/HAI/1 and Corr.1);

Took note of the:

First extension of the first country cooperation framework for Eritrea (DP/CCF/ERI/1/EXTENSION I);

ITEM 4: SPECIAL FUNDS AND PROGRAMMES

Adopted decision 99/22 of 17 September 1999 on the United Nations Capital Development Fund;

ITEM 5: UNOPS: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/15 of 15 September 1999 on the UNOPS revised budget estimates for the biennium 1998-1999 and budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on UNOPS budget estimates for 2000-2001 (DP/1999/41);

Adopted decision 99/16 of 15 September 1999 on the level of the UNOPS operational reserve;

Adopted decision 99/17 of 15 September 1999 on the responsibility of the United Nations Office for Project Services in personnel matters;

UNFPA SEGMENT

ITEM 6: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 99/21 of 17 September 1999 on UNFPA estimates for the biennial support budget for 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the biennial support budget estimates for 2000-2001 (DP/FPA/1999/14);

Took note of the report on the annual financial review 1998 (DP/FPA/1999/13);

ITEM 7: TECHNICAL SUPPORT SERVICES

Adopted decision 99/19 of 17 September 1999 on the UNFPA Technical Advisory Programme, 2000-2003;

ITEM 8: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of Azerbaijan (DP/FPA/AZE/1);

Assistance to the Government of Kazakhstan (DP/FPA/KAZ/1);

Assistance to the Government of Kyrgyzstan (DP/FPA/KGZ/1);

Assistance to the Government of Pakistan (DP/FPA/PAK/6);

Assistance to the Government of the Philippines (DP/FPA/PHL/5);

Assistance to the Government of Tajikistan (DP/FPA/TJK/1);

Assistance to the Government of Turkmenistan (DP/FPA/TKM/1);

Assistance to the Government of Uzbekistan (DP/FPA/UZB/1);

Approved the extension of and additional resources for the country programme for Haiti (DP/FPA/HTI/2/EXT1).

ITEM 9: OTHER MATTERS

Adopted decision 99/18 of 17 September 1999 on ICPD+5;

Took note of the oral report on the activities of the Joint United Nations Programme on HIV/AIDS.

17 September 1999

Annex

EXECUTIVE BOARD OF UNDP/UNFPA

FIRST REGULAR SESSION 2000
(24-28 JANUARY 2000 AND 31 JANUARY 2000)

Preliminary list of items

Item 1. Organizational matters, including the annual work plan 2000 for the UNDP/UNFPA Executive Board

UNDP segment

Item 2. UNDP business plan

Item 3. Change management

Item 4. Financial, budgetary and administrative matters: revised UNDP Financial Regulations and Rules

Item 5. Country cooperation frameworks and related matters

Item 6. United Nations Development Fund for Women

Item 7. Evaluation of the relationship between UNOPS and UNDP

UNFPA segment

Item 8. Country programmes and related matters

Item 9. Financial, budgetary and administrative matters

Item 10. Technical Advisory Programme, 2000-2003

UNDP/UNFPA joint segment

Item 11. Implementation of recommendations of the Board of Auditors

Item 12. Field visits

Item 13. Other matters

- UNDP corporate communication and advocacy strategy
- Coordinating Committee on Health

JOINT SESSION OF THE EXECUTIVE BOARDS OF UNDP/UNFPA AND UNICEF